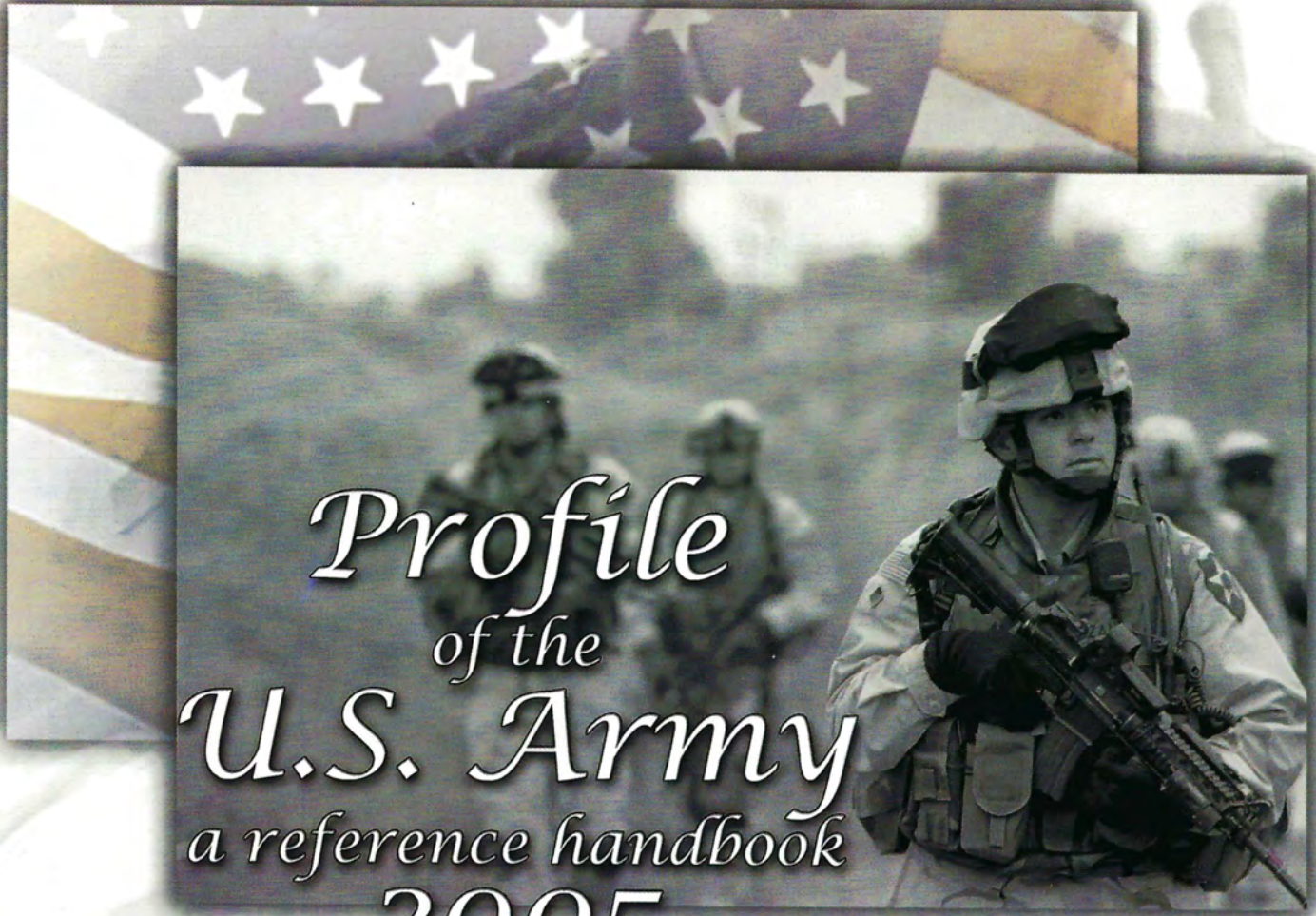





Profile of the U.S. Army

a reference handbook 2005



Profile
of the
U.S. Army
a reference handbook
2005

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Profile of the U.S. Army 2005 is also available online at www.ausa.org/ilw, where it will be updated as new information becomes available.

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Foreword

Throughout its 230-year history, the U.S. Army's mission has remained constant: to secure and defend our homeland and decisively defeat those enemies who strive to disrupt our freedoms. Throughout its history, the U.S. Army has fielded the world's best-trained Soldiers and maintained technological advantage to successfully achieve its mission. Throughout its history, the U.S. Army has remained an important pillar of American society, shaping leaders and upholding constitutional principles.

Nevertheless, throughout its history, the U.S. Army has changed. These changes reflect better training methods, new technologies and the evolving scope of global issues and attitudes. War today is fundamentally different from the War for Independence for which the Army was formed 230 years ago. In fact, the way we wage war today is markedly different from the type of warfare the nation was anticipating just 15 years ago. This new warfare requires new organization, new tactics and new technology, but the same steadfast, efficient and effective Soldier upon whom the nation has relied for 230 years.

Profile of the U.S. Army—a reference handbook is published by the Association of the United States Army's Institute of Land Warfare to describe and define the Army as it is organized today and being shaped for tomorrow. It is intended to be a user-friendly reference book for people familiar with the Army and an easy-to-read introduction for family members, civilian employees, contractors and future Soldiers.

This *Profile* takes a top-down approach, first describing the Army's role as a key element in the national security structure and then flowing into the "why" and "how" of the Army's organization and structure, including the current transformation to the Modular Force—one of the most significant organizational changes in the Army's history—with details on the new brigade combat teams and modular headquarters. *Profile* also contains information and helpful graphics on the Soldier, the Army's institutions, Army families and the Army's current operations. For readers wishing to seek more details, each chapter includes a list of relevant websites. Appendixes include information on major Army commands (MACOMs), Army posts, a glossary of acronyms and maps illustrating locations of current Army combat corps and divisions, Army National Guard units of employment and brigade combat teams and Army Reserve regional readiness commands and divisions. Also included is a map illustrating the future active division and brigade combat team stationing and flag designations announced by the Pentagon on 27 July 2005.

Additionally, this *Profile* will be available on the AUSA website (www.ausa.org/ilw), where it will be periodically updated as new information becomes available.

Profile of the U.S. Army is your guide. We welcome your comments and suggestions on how to make future editions as useful to you as possible. The Association of the U.S. Army and the Institute of Land Warfare hope this book gives you greater understanding and appreciation of the men, women, families, institutions, organizations and constitutional authority that go into creating the world's greatest army.



GORDON R. SULLIVAN
General, U.S. Army Retired
President, AUSA

1 August 2005



Chapter 1
***National
Defense***

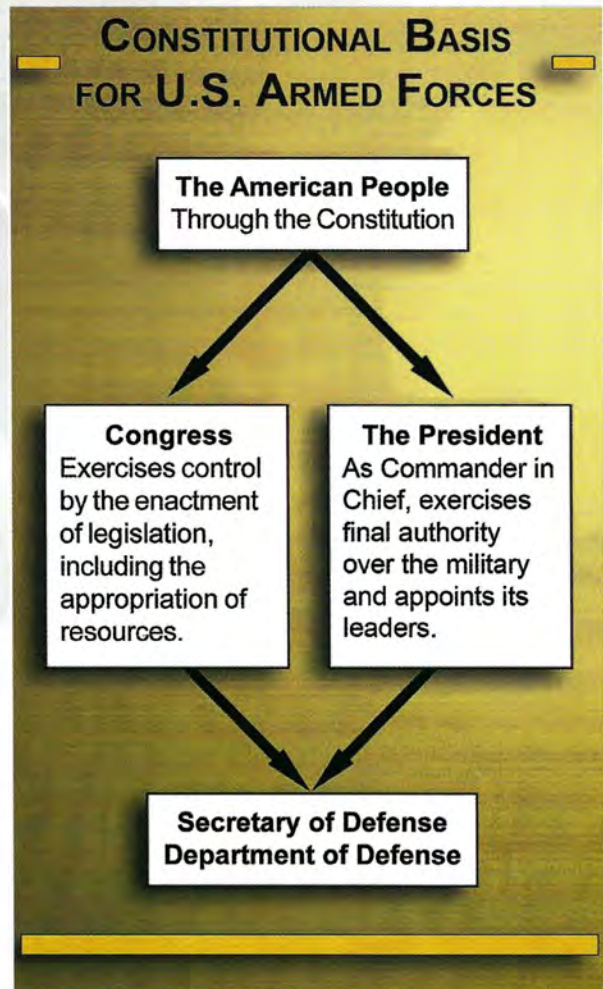
National Defense

Civilian Control

Since colonial times, America's military has been a product of the American community. Militias, made up of farmers and tradesmen, were called to arms only when needed to meet their towns' and villages' security needs. The framers of the Constitution kept this ideal in mind when they set up the U.S. government. Though they put "the common defense" of the nation in the hands of the federal government (states were allowed to maintain militias), they placed that military authority wholly under the civilian control of the President and Congress.

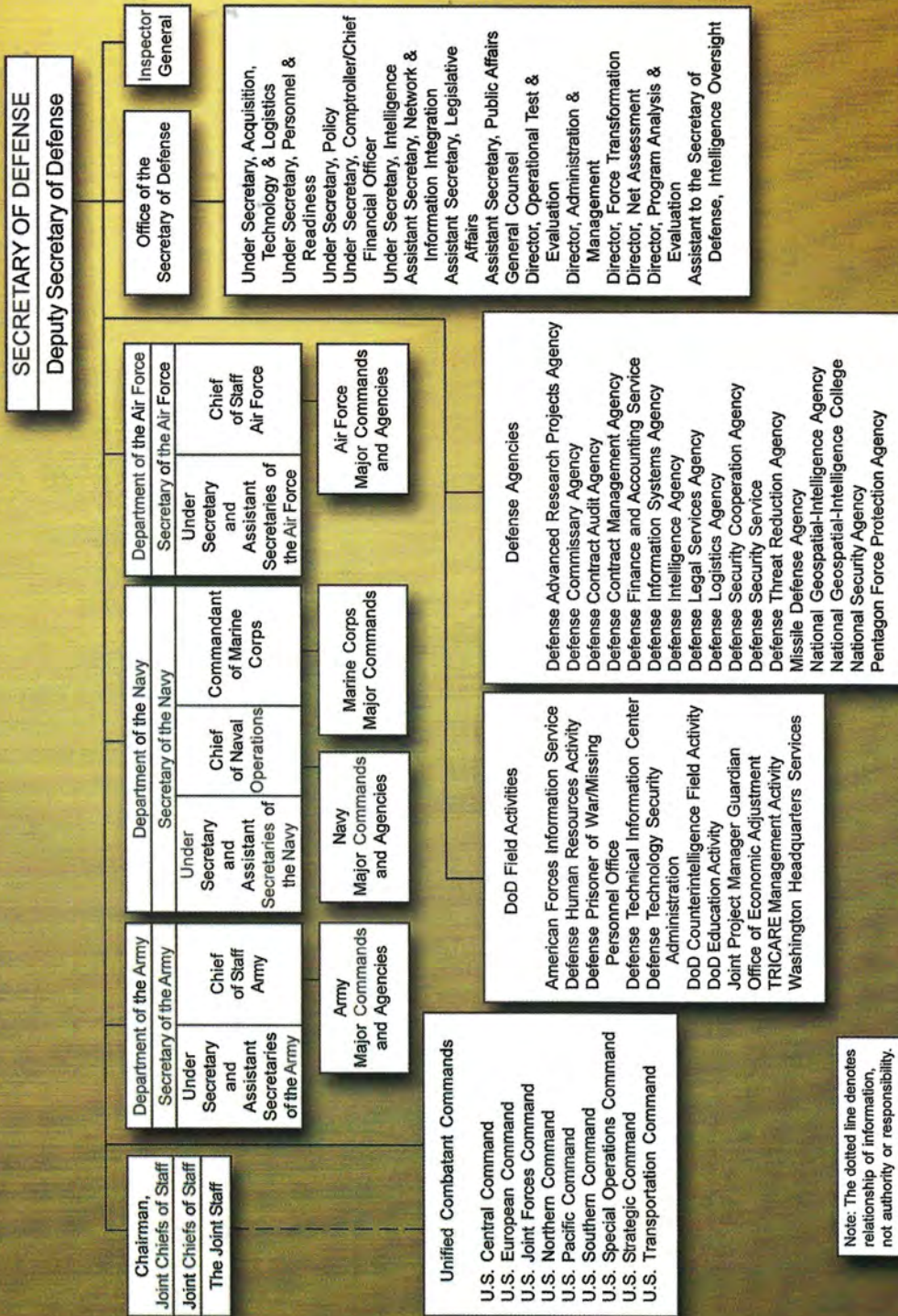
Civilian oversight of the U.S. military is further established in the chain of command. It starts with the President as the Commander in Chief of all U.S. military forces and descends through the Secretary of Defense to the secretaries of the individual services and their under secretaries and assistant secretaries. These individuals, appointed by the President and approved by Congress, direct the armed forces' nonoperational activities and establish policies for their departments. The highest ranking military members in the U.S. government, the Joint Chiefs of Staff, serve only in advisory capacities on matters of military policy.

In departing from the way most nations used their armies as internal enforcers of the leaders' will, America's founding fathers created an armed force that serves the will of the people and ensures their freedoms without sacrificing their security. This significant difference between the U.S. military and the traditional role of armies is embodied in the oath American servicemembers



recite upon enlisting or receiving their commission (see chapter 4): rather than swear to protect and serve a person or a country, the American servicemember swears to support and defend a document, the U.S. Constitution.

DEPARTMENT OF DEFENSE



Constitutional Authority

The Constitution gives Congress responsibility to provide for “the common defense and general welfare of the United States” and, in regard to military matters, the following authority:

- to declare war;
- to raise and maintain armed forces (appropriation of money for the military is limited to terms of two years);
- to make rules for the government and regulation of the armed forces;
- to organize, arm and discipline the militia; and
- to “call forth the Militia to execute the laws of the union, suppress insurrections and repel invasions.”

The Constitution gives the President the role of Commander in Chief of the Armed Forces, including the militia “when called into the actual service of the United States.”

The Constitution’s Third Amendment also covers the military by forbidding the quartering of Soldiers in any house in times of peace without consent of the owner, “nor in time of war, but in a manner to be prescribed by law,” which Congress would have to pass and the President sign.

Department of Defense

The military operational chain of command runs from the President through the Secretary of Defense to the commanders of the combatant commands down to unit commanders. Only the President and the Secretary of Defense have constitutional authority to order military action and intertheater troop movements.

The Secretary of Defense runs the Department of Defense (DoD), headquartered in the Pentagon (often “Pentagon” and “DoD” are used interchangeably). DoD has the following components:

- Office of the Secretary of Defense (OSD);
- the military departments of the Army, the Navy (including the Marine Corps) and the Air Force;
- the Joint Chiefs of Staff;

- unified combatant commands; and
- various defense agencies and DoD activities.

Military Services

The U.S. armed forces comprise the four military services—the Army, the Air Force, the Navy and, within the Navy, the Marine Corps—and the U.S. Coast Guard.

The Army is the primary land force. Its purpose is to employ dominant landpower to defeat an adversary and to seize, occupy and defend terrain.

The Navy’s mission is to gain and maintain control of vital sea areas and protect sea lanes from surface, subsurface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps is the Navy’s ground element with a mission to seize or defend advanced bases.

The Air Force’s role is to maintain control of air space and project aerial combat power wherever needed to deter or destroy an adversary’s forces. Aerospace forces support the Army through interdiction, airlift and close air support.

The Coast Guard is part of the Department of Homeland Security, but the Navy takes operational control in time of war or when directed by the President. On an ongoing basis the Coast Guard engages in maritime intercept operations and port and sea lane security.

Military Departments

The Army, Navy and Air Force have their own civilian service secretaries (e.g., Secretary of the Army) who direct the nonoperational activities of their military departments. The chain of command runs from the President through the Secretary of Defense to the service secretary and then to the military chief of that service and down to that service’s major commands and agencies. The military departments carry out these key functions:

- preparing forces and establishing reserves of personnel, equipment and supplies;
- preparing and submitting budgets;

- developing tactics, techniques and organization;
- developing and procuring weapons, equipment and supplies;
- recruiting, organizing, training and equipping forces for assignment to combatant commands;
- assisting other departments in carrying out their missions; and
- assisting in training and equipping the military forces of foreign nations.

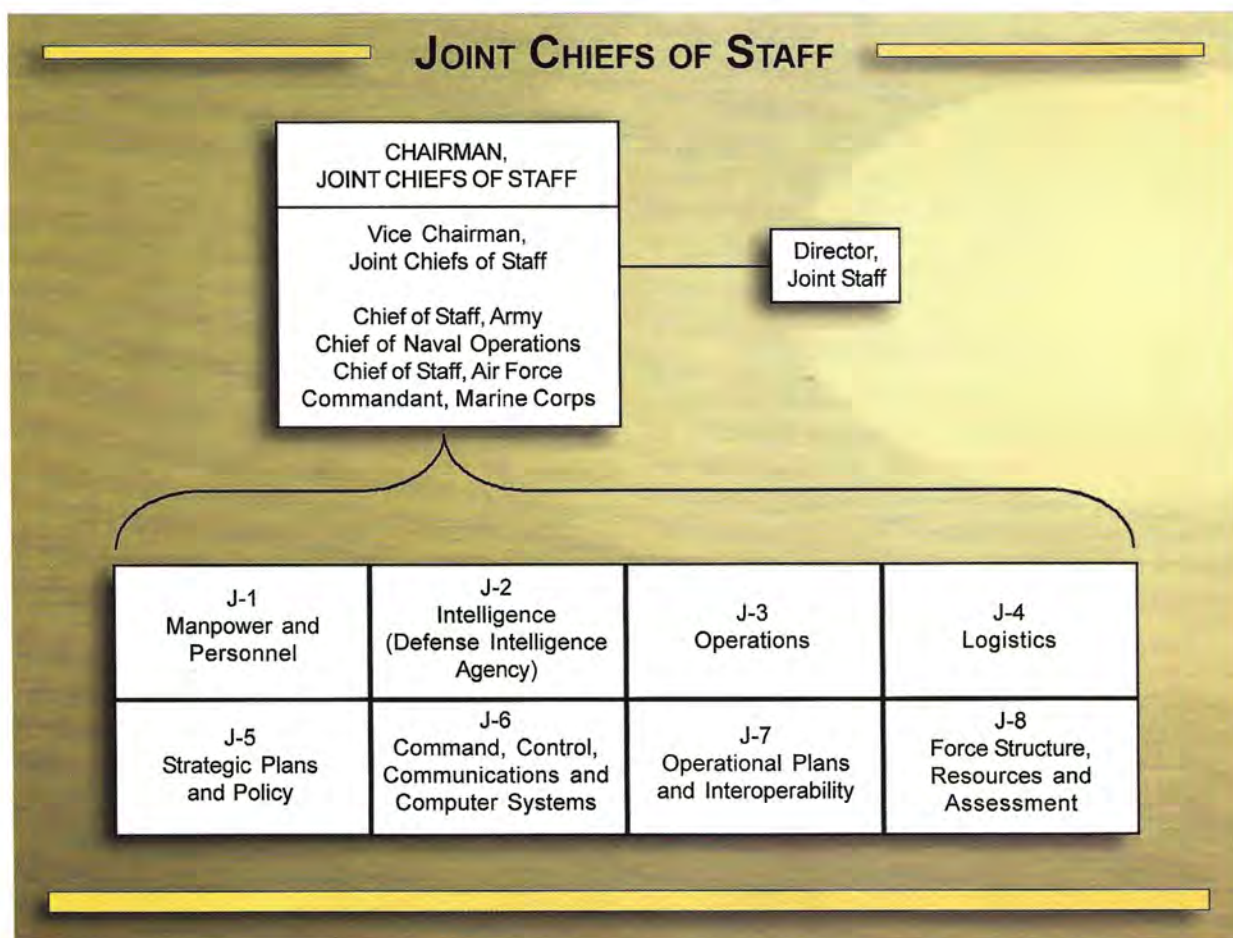
Within the DoD organization the service secretaries have a unique relationship with their military service chiefs. In matters concerning the individual military departments the chiefs fall under the secretaries in the chain of command. In matters of military strategy and doctrine, the chiefs, as members of the Joint Chiefs of Staff, report directly to the Secretary of Defense and the President.

Joint Chiefs of Staff

The Joint Chiefs of Staff comprises the military service chiefs—the Chief of Staff, Army, the Chief of Naval Operations, the Commandant, Marine Corps, and the Chief of Staff, Air Force—plus the Chairman and Vice Chairman. The Chairman of the Joint Chiefs of Staff (CJCS) is senior to all other officers in the armed forces while holding the office and is the principal military adviser to the President and Secretary of Defense. The CJCS also is a statutory member of the National Security Council.

The Joint Chiefs have the following key responsibilities:

- to provide for the strategic direction of the armed forces and prepare strategic plans;
- to assess the capabilities of the armed forces;
- to advise on priorities of requirements, program



recommendations and budget proposals;

- to develop doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- to advise and assist the President and Secretary of Defense on the establishment of combatant commands; and
- to direct the Joint Staff.

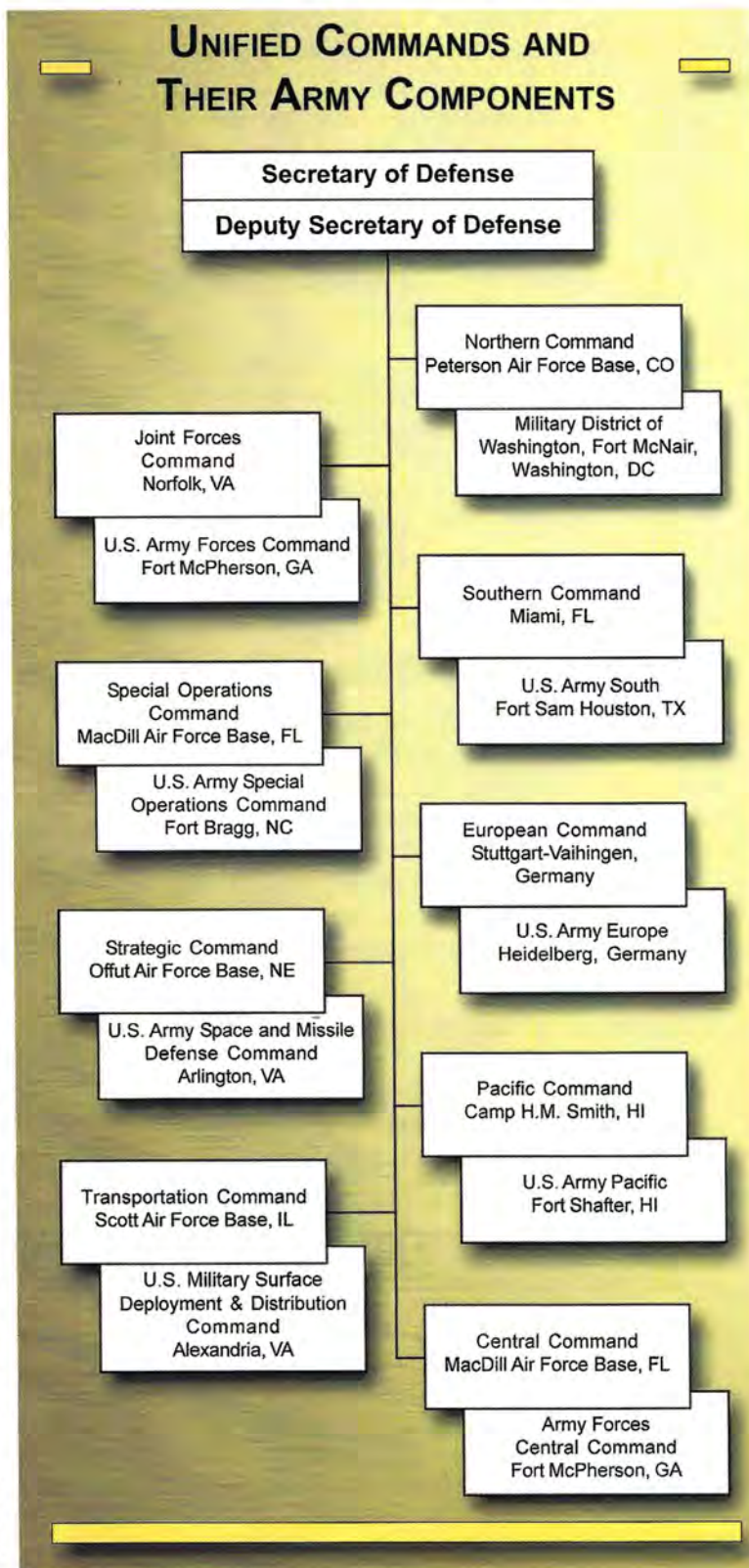
The Joint Staff, with personnel from every military service, assists the CJCS and performs functions that help combatant commands carry out their missions. These functions are divided into eight areas designated as J-1 through J-8.

Neither the Joint Chiefs nor the service secretaries direct military operations; combatant commanders have that responsibility.

Unified Commands

The U.S. armed forces are distributed among unified combatant commands composed of forces from two or more services. These unified commands are determined either by geography, otherwise called “theater” (i.e., U.S. Central Command, U.S. European Command, U.S. Northern Command, U.S. Pacific Command, U.S. Southern Command), or by overriding mission or function (i.e., U.S. Joint Forces Command, U.S. Special Operations Command, U.S. Strategic Command, U.S. Transportation Command).

The President, through the Secretary of Defense, has the authority to establish combatant



commands with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Each unified combatant command has a single commander, a four-star Army, Marine or Air Force general or Navy admiral. The chain of command for these commanders goes directly to the Secretary of Defense and up to the President, both of whom have statutory authority to shift forces among combatant commands based on the requirements of particular situations or contingencies.

Additionally, the President and Secretary of Defense can establish "specified combatant commands" with a specific, continuing mission. Specified commands normally comprise forces from only one service with a commander from that service but may also have units and personnel assigned from other services. Currently, DoD has no specified combatant commands.

National Security Strategy

"National security" refers to the protection of the United States from internal and external threats to the country's territory, population, government or economy. The President is responsible for developing the National Security Strategy. Shortly after the 11 September 2001 terrorist attacks on the United States, President George W. Bush established the National Security Strategy as follows:

We will defend the peace against the threats from terrorists and tyrants. We will preserve the peace by building good relations among the great powers. And we will extend the peace by encouraging free and open societies on every continent.

To achieve these goals the President has set the United States on the following course:

- to champion aspirations for human dignity;
- to strengthen alliances to defeat global terrorism and work to prevent attacks against the United States and its allies;
- to work with others to defuse regional conflicts;
- to prevent enemies from threatening the United States and its allies with weapons of mass destruction;
- to ignite a new era of global economic growth through free markets and free trade;
- to expand development by opening societies and building the infrastructure of democracy;
- to develop agendas for cooperative action with other main centers of global power; and
- to transform America's national security institutions to meet the challenges and opportunities of the 21st century.

National Military Strategy

Based on the President's National Security Strategy, the Department of Defense establishes the National Defense Strategy. The four defense objectives guiding DoD security activities are

- to secure the United States from direct attack;
- to secure strategic access and retain global freedom of action;
- to establish security conditions conducive to a favorable international order; and
- to strengthen alliances and partnerships to contend with common challenges.

Based on these objectives, the Chairman, Joint Chiefs of Staff, in consultation with the Joint Chiefs of Staff and the combatant commanders, prepares the National Military Strategy (NMS). This document guides all operations and establishes three objectives: Protect, Prevent and Prevail.

Protect the United States against external attacks and aggression. This combines actions overseas and at home. The nation's first line of defense is to counter threats close to their source. The armed forces also secure air, land, sea and space approaches to the United States and assist other government and law enforcement agencies in managing the consequences of an attack or natural disaster on U.S. territory.

Prevent conflict and surprise attack. This entails maintaining a strong, well-trained, well-equipped and technologically advanced military and establishing strong alliances and coalitions to deter aggression. The potentially catastrophic impact of

an attack against the United States, its allies and its interests may necessitate preemptive actions against adversaries before they can attack.

Prevail against adversaries. The U.S. armed forces must have the capabilities to defeat a wide range of adversaries, from states to non-state entities. This shifts the focus from where and with whom a conflict might occur to how an adversary might fight. The armed forces must be sized to defend the U.S. homeland while operating in four forward regions and swiftly defeating adversaries in two overlapping military campaigns.

National Military Missions

In carrying out the National Military Strategy, the U.S. armed forces are employed for a variety of missions. These include combat operations, peace-keeping operations, homeland security, drug interdiction and humanitarian services.

Currently the United States has committed a large segment of its military forces to fighting the Global War on Terrorism (GWOT). This includes operations in Afghanistan (Operation Enduring Freedom, or OEF) and Iraq (Operation Iraqi Freedom, or OIF). In addition to combat forces engaged in those two countries, all three military services are providing support forces for the GWOT in Southwest Asia, in other theaters such as Europe and the Pacific Rim, and at home stations.

The United States, as an active member in the United Nations (UN) and the North Atlantic Treaty Organization (NATO), is committed to providing peacekeeping and stabilization forces to troubled regions and countries. These missions, called "operations other than war," currently include the NATO Kosovo Force and NATO Stabilization Force in the Balkans and the UN Multinational Force and Observers in the Sinai Peninsula.

After the 11 September 2001 terrorist attacks on the United States, the military became more involved in homeland security. These include intelligence efforts, border and transportation security, and emergency preparedness and response.

Since 1989 the U.S. military has assisted the Coast Guard, law enforcement agencies and Latin

American countries in drug-interdiction activities, including aerial reconnaissance and border control.

The U.S. armed forces carry out humanitarian missions at home and abroad. Often these efforts are part of the missions listed above and include medical clinics, food deliveries, construction projects and other nation-building activities. Reserve component units engage in construction and infrastructure building projects as part of their military exercises, and both active duty and reserve units aid nations recovering from natural disasters.

Additionally, the National Guard may be mobilized by individual states or the federal government to help with disaster relief or policing in the event of natural disasters or civil unrest.

Useful Websites

Air Force
<http://www.af.mil/>

Army
<http://www.army.mil/index.html>

Army National Guard state sites
<http://www.ngb.army.mil/states/>

Coast Guard
<http://www.uscg.mil/USCG.shtm>

Department of Defense
<http://www.defenselink.mil/>

Joint Chiefs of Staff
<http://www.jcs.mil/>

Joint Forces Command
<http://www.jfcom.mil/>

Marines
<http://www.usmc.mil/>

Navy
<http://www.navy.mil/>

U.S. Central Command
<http://www.centcom.mil/>

U.S. European Command
<http://www.eucom.mil/english/index.asp>

U.S. Joint Forces Command
<http://www.jfcom.mil/>

U.S. Pacific Command
<http://www.pacom.mil/>

U.S. Southern Command
<http://www.southcom.mil/home/>

U.S. Transportation Command
<http://www.transcom.mil/>



Chapter 2
Land
Component

Land Component

An American Heritage

The birth of the U.S. Army preceded the birth of the nation. One of the first actions undertaken by the Continental Congress on 14 June 1775—before that gathering began even considering a Declaration of Independence—was to direct General George Washington to muster troops for a Continental Army. That army, along with the colonial militias, defeated the British in the eight-year War of Independence.



The American Army's mission and formation have changed little in the 230 years since. Today, the U.S. Army comprises a standing force of troops and equipment ready at all times to defend the United States from attack and protect national security. The provincial militias of colonial times are now the Army National Guard. They belong to and serve their individual states but are called upon by the federal government to supplement the active Army to meet threats against the nation's security. Another force of trained citizen Soldiers, the Army Reserve, provides further support and a larger force in times of need. The Army National Guard and Army Reserve are called the reserve component of the U.S. Army.

The U.S. Army has accomplished many combat and public service missions through the years. In the 19th century, Soldiers explored America's frontier and provided protection to both U.S. settlers and Native Americans. With its ranks again

bolstered by citizen Soldiers in the militias, the Army successfully defended the United States' borders and ports from foreign attacks, helped preserve the Union in the War Between the States and fought expeditionary wars to protect America's interests in China, the Philippines and Latin America. Through its Corps of Engineers, the Army helped improve river navigation and performed other public works. The Army formed the nation's first modern weather service, provided the nation's first airmail service and supervised the building of the Panama Canal.

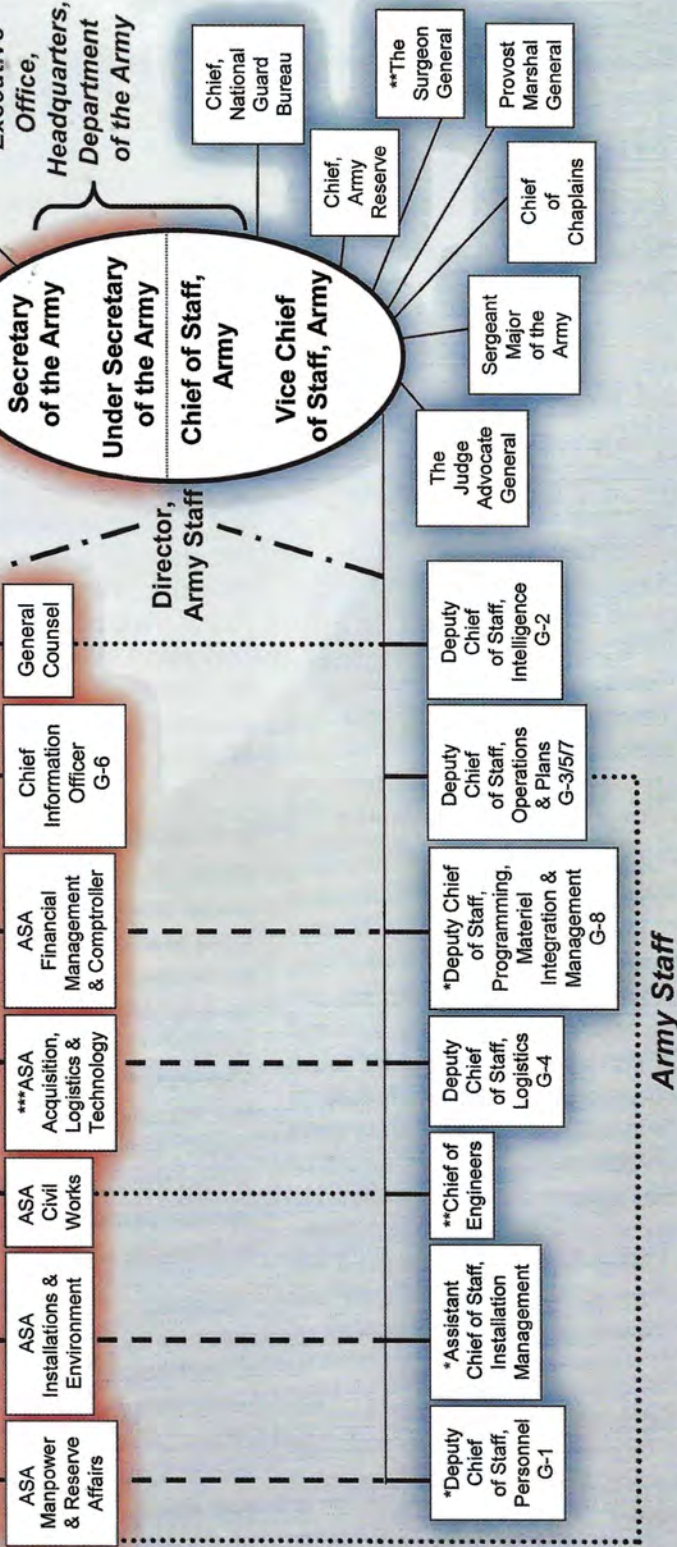
The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need continued through both world wars in the 20th century. The onset of the Cold War altered this balance as the United States maintained a large standing active Army which took up defensive positions in Europe and Asia and handled the bulk of combat in the Korean and Vietnam wars. With the Cold War's end in 1989, the nation began reducing the size of its armed forces, again relying on the reserve component to fill out the ranks for war (the Persian Gulf War) and operations other than war (peacekeeping missions in Somalia and the Balkans).

Today, the active Army and its reserve component make up one seamless force committed to fighting the Global War on Terrorism. It is a tradition going back 230 years: career Soldiers and citizen Soldiers serving as brothers (and, now, brothers and sisters) in arms. But the mission has not changed: to defend the United States from attack and to protect her security.

DEPARTMENT OF THE ARMY

Office of the Secretary of the Army

Assistant Secretaries of the Army (ASAs)



* Responsible to ASA for advice and assistance within functional area
 ** Major Army Command commander
 *** Army Acquisition Executive

--- Defined responsibilities to ASAs
 Oversight
 - - - Director Army Staff - synchronize, integrate

Mission of the Army

The U.S. Constitution gives Congress the authority, through Title 10 of the United States Code (USC), to create an army for the nation and establish its organization and regulations. In Title 10, Congress mandates that the Army, in conjunction with the other armed forces, be capable of

- preserving the peace and security and providing for the defense of the United States, the Territories, Commonwealths and possessions, and any areas occupied by the United States;
- supporting the national policies;
- implementing the national objectives; and
- overcoming any entities responsible for aggressive acts that imperil the peace and security of the United States.

Title 10 gives the Army the specific mission of land combat “and such aviation and water transport as may be organic therein.” The law mandates that the Army be organized, trained and equipped for prompt and sustained combat operations and take responsibility for the preparation of land forces “in accordance with integrated joint mobilization plans.” The Army also is responsible for expanding its reserve component to meet the needs of war.

Department of the Army

The Department of the Army is an organization within the Department of Defense under the direction and control of the Secretary of Defense. The Secretary of the Army, a civilian appointed by the President and confirmed by Congress, is the head of the Department of the Army.

The Secretary of the Army is responsible for all noncombat affairs, including recruiting, organizing, supplying, equipping, training and mobilizing the forces. The Secretary’s staff, known as the Army Secretariat, oversees all these functions.

Army Chief of Staff

The Chief of Staff of the Army, the highest ranking officer in the U.S. Army, is appointed by the President for a period of four years. The Chief

may be reappointed for another four years or the term extended in time of national emergency.

The Chief serves as the senior military adviser to the Secretary of the Army, ensures the Secretary’s policies are carried out and assists the Secretary in presenting and justifying Army policies, plans, programs and budgets to the Secretary of Defense, the President and Congress. The Chief presides over the Army Staff and oversees all Army organizations and commands. Additionally, the Chief is a member of the Joint Chiefs of Staff and presents Army capabilities in planning joint forces endeavors.

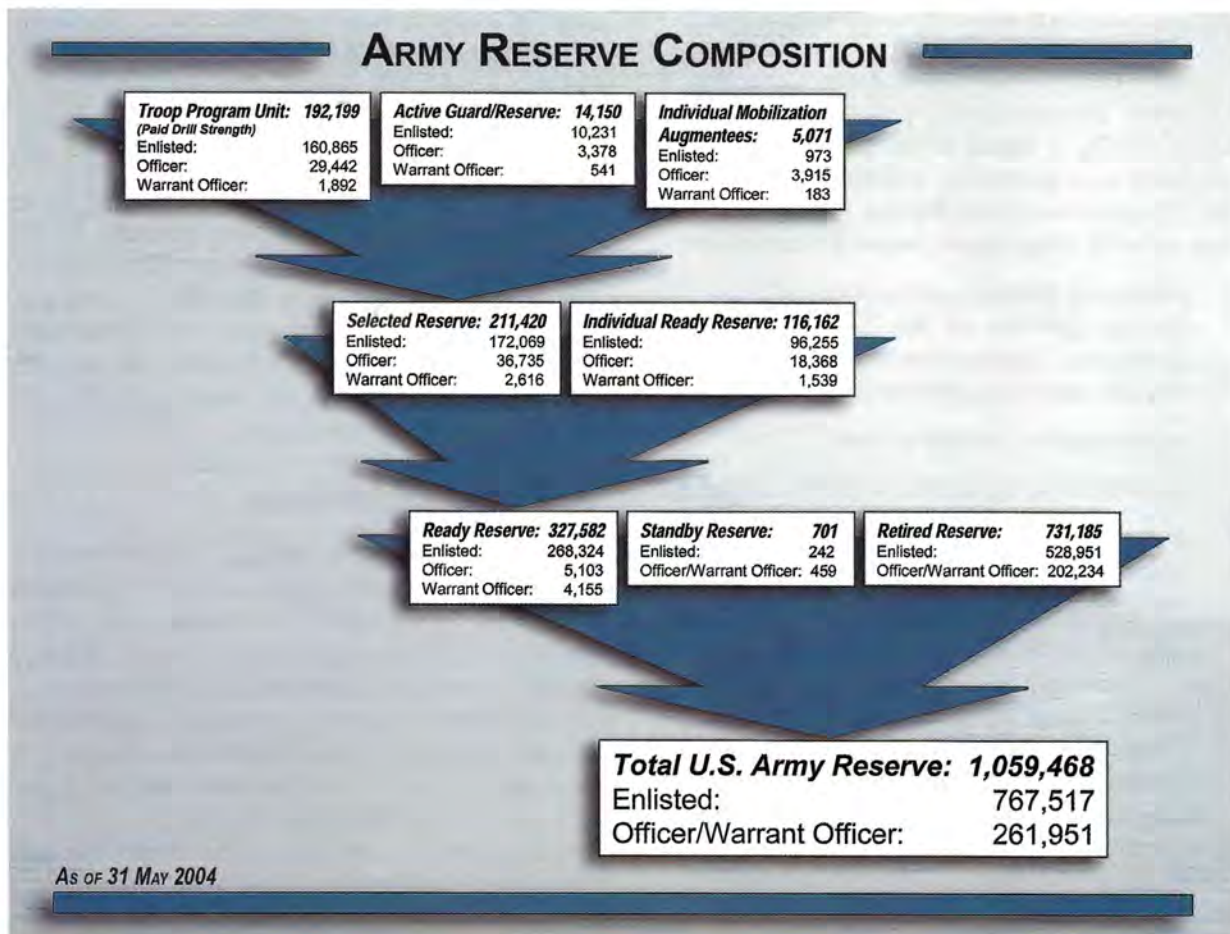
Army Components

The U.S. Army is divided into two primary components: the active component and the reserve component, the latter comprising the Army National Guard and the Army Reserve. Today’s Army is a cohesive organization with elements of all three serving together in training, support and combat missions. All Soldiers are obligated to serve eight years in the military; that obligation may be fulfilled through a combination of active, Selected Reserve and Individual Ready Reserve status, described below.

The active Army is the full-time standing Army force. Since 1973 this has been an all-volunteer force used to support forward presence and provide initial forces for rapid deployments worldwide.

The reserve component has three categories: the Ready Reserve, the Standby Reserve and the Retired Reserve. The Ready Reserve is the largest category and includes the following elements:

- Selected Reserve: Members of the Selected Reserve train year-round and are assigned to fully equipped units capable of rapidly deploying for action. This includes members of the Army National Guard, the Army Reserve, Active Guard and Reserve (reservists serving on active duty in full-time administrative roles for their units), Military Technicians (reservists who are full-time federal employees assigned administrative or training roles for their units), and Individual Mobilization Augmentees (IMAs) assigned to active duty units.



- Individual Ready Reserve (IRR): The IRR comprises former members of active duty or reserve forces completing their statutory eight-year military service obligation. They are not assigned to units but may voluntarily participate in training for promotion and retirement credit. Regardless, they may be called to active duty in times of war or national emergency. Soldiers entering the service through delayed-entry programs also are members of the IRR while awaiting basic training.
- Inactive National Guard (ING): ING personnel are not in the Selected Reserve but are fulfilling their military service obligation by being attached to a National Guard unit, though they do not train with that unit. They may be called to active duty in times of war or national emergency and mobilized with their unit.

The Standby Reserve consists of Soldiers who are maintaining their military affiliation without being in the Ready Reserve but have been designated “key civilian employees” or have a temporary hardship or disability. Those individuals are not required to perform training and are not part of the Ready Reserve. Because of their specialized skill sets, individuals in the Standby Reserve may be mobilized as needed to fill specific manpower needs. Individuals in the Standby Reserve can be on active status, which means the Soldier can voluntarily participate in training that counts toward retirement credit and promotion, or on inactive status and not authorized to participate in training or be promoted.

The Retired Reserve comprises servicemembers who have retired from either active duty or reserve careers. Retired Reserve members are cate-

gorized according to physical condition and skill sets, but all may be called to active duty in times of war or national emergency.

In today's Army, the Ready Reserve plays significant roles in both support and combat missions and is required to deploy as rapidly as the active forces. Nevertheless, a presidential decision is required to federalize Army National Guard units and personnel and to call Army Reserve units and personnel to active duty. Currently, the law limits reservists to two years of active duty status per presidential order.

The Army National Guard

The Army National Guard is a unique force with dual state and federal missions, due in part to the militias' predating the nation by more than 150 years. The Massachusetts Bay Colony formed the first militia in 1636. These citizen Soldiers and those in other militias secured the colonies from attack by the French, the Spanish and Native Americans. They fought alongside the British in the French and Indian Wars, then fought alongside the Continental Army against the British in the War of Independence.



The writers of the Constitution knew firsthand the value of states' keeping their own militias and the nation's unfettered access to those militias when national security warranted. Thus, the Constitution establishes the role of the militias, Congress' responsibility in organizing, maintaining and regulating the militias, and the President's right to call them to active duty.

The Constitution does not mention the "National Guard" by name. After the Civil War the term became a popular way of describing the militia units organized by states and territories. The Militia Act of 1903 and the National Defense Act of 1916 subsequently established the National Guard as the official designation for organized militia forces that receive federal funding. Thus, tracing back through their militia ancestry, Army National

Guard members have participated in every U.S. conflict from the Pequot War of 1637 to the current Global War on Terrorism.

The dual jurisdiction of the Army National Guard creates a bureaucratic balancing act. Because the federal government must make sure Army National Guard elements can effectively integrate with the active Army and Army Reserve, DoD establishes training and operations requirements for Guard units and determines the number of authorized Army National Guard personnel and the unit mix available across the country. The states, meanwhile, reserve the authority to locate units and their headquarters. Federal officials may not change any branch, organization or allotment located entirely within a state without approval of the governor. However, such organizational concerns are seamless on the ground. Whether it's a DoD-ordered deployment to counter terrorism in Iraq or a governor's request to counter rising floodwaters in a local community, the Army National Guard responds with an effective, trained force.

The National Guard Bureau

The National Guard Bureau (NGB) administers the federal functions of the Army National Guard and its Air Force counterpart, the Air National Guard. As a staff agency, the NGB participates with the Army staff in developing and coordinating programs directly affecting the Army National Guard. As an operating agency, the NGB formulates and administers programs for training, development and maintenance of the Army National Guard and acts as the channel of communication between the Army and the 50 states, three territories (Puerto Rico, Guam, Virgin Islands) and the District of Columbia, each of which has National Guard units.

The Chief, National Guard Bureau (CNGB) is either an Army National Guard or Air National Guard lieutenant general appointed by the President for a four-year term.

State Mission

When Army National Guard units are not mobilized or under federal control, they report to

the governor of their respective state or territory. District of Columbia units report to the Commanding General of the District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the Adjutant General of that particular state or territory.

Under state law the Army National Guard protects life and property and preserves peace, order and public safety through emergency relief support during natural disasters, search and rescue operations, support to civil defense authorities, maintenance of vital public services, and counterdrug operations.

In every state the National Guard has developed quick reaction forces that serve as the nation's first line of counterterrorism operations. At the request of a governor or the President, the National Guard will deliver a ready-armed, company-sized unit in four hours and the remainder of a battalion in 24 hours. These reaction forces can help local law enforcement agencies by protecting key sites such as power plants and transportation hubs and establishing road-blocks. The National Guard uses existing capabilities and units within each state to handle these "on call" missions. Though not a new concept for the Guard, it has become increasingly important as an element of defense and the deterrence of terrorism throughout the United States.

Federal Mission

The Army National Guard's federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war and to provide assistance during national emergencies

such as natural disasters or civil disturbances. Army National Guard units also may be mobilized to perform missions other than war, including humanitarian missions, counterdrug operations, peacekeeping missions and missions that promote democratic ideals.

Title 10 of the U.S. Code requires the National Guard to provide "trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security requires, to

fill the needs of the armed forces." The Army National Guard therefore contains full-spectrum capability for combat, combat support and combat service support missions.

With about 100,000 Army National Guard Soldiers in active duty status, more citizen Soldiers are activated for wars today than at any time since World War II. Army National Guard members are operating in Iraq and Afghanistan in support of the GWOT, as well as at Guantanamo Bay guarding prisoners of war. Army National Guard units have provided

the bulk of peacekeeping and stabilization forces in Kosovo, Bosnia and the Sinai. Since the 11 September 2001 terrorist attacks on the United States, the total federal commitment of Army National Guard forces has been 210,646. That is more than 63 percent of the total Army National Guard endstrength of 332,581.

During the past 18 months, the CNGB directed the most profound organizational change to the National Guard since the end of World War II. The heart of this transformation combined the separate state and territorial Army and Air National Guard



headquarters to create a Joint Force Headquarters in each state. This makes the National Guard more responsive to regional combatant commanders and enables the Guard to defend the nation as part of the Joint Team. The Army National Guard, furthermore, is undertaking a reorganization of its forces as part of the Army's transformation to a modular force (described in chapter 3).

The U.S. Army Reserve

George Washington proposed for the nation a federally controlled contingency army that could support the U.S. Army in time of need, but such a force was not created until 1908 with the Medical Reserve Corps. Out of this organization grew today's Reserve force of well-trained officers and enlisted personnel able to augment and integrate with the active forces. Every military branch has a Reserve component.



The Army Reserve's mission, under Title 10 of the U.S. Code, is to provide trained and ready Soldiers and units capable of combat support and combat service support during peacetime, contingencies and war. The Army Reserve is a key element of the Army, training with active and Army National Guard units to ensure that the three forces work as a fully integrated team.

Among the Army Reserve's contributions:

- enabling the Army to do more with fewer resources by providing a flexible, well-trained, complementary force that can expand and contract to meet the specific needs and challenges of each new mission;
- training Soldiers at the highest possible level in nearly 200 specific skills to support the Army in any mission;
- maintaining a force that can mobilize rapidly and skillfully at any moment to respond to a crisis or situation, or to defend America's interests at home and abroad;

- building a stronger Army by drawing on the strength, support and success of America's diverse backgrounds and communities represented by Soldiers in the Army Reserve;
- anticipating the ever-evolving needs of today's modern Army and helping it transform into a smaller, faster, stronger force while continuing to protect the nation's interests;
- keeping the Army mobile, efficient and complete by providing specialized technological and troop support when and where it is needed most;
- implementing the nation's objectives and supporting national policies while preserving the peace and security and providing for the defense of the United States, its territories, commonwealths and possessions, and any areas occupied by the United States; and
- giving back to the community by providing civil support—such as food, shelter, safe drinking water and medical attention—during emergencies and natural disasters.

Part of the Total Force

To defend our nation's interests, the country needs a force structure that is both flexible and responsive across all its elements. The Army Reserve provides combat support and combat service support functions that enable the Army to ramp up its capabilities, protect combat forces and sustain mobilization.

To meet the challenges of the 21st century, the Army has had to redefine and restructure itself, becoming smaller, lighter and quicker (see chapter 3). The Army Reserve is playing a critical role in this transformation. With more than one million Soldiers available at any time, the Army Reserve provides a highly skilled, flexible force that can support the Army when and where it is needed most across the full spectrum of missions, including peacekeeping, nation-building and civil support.

Reservists' specialized capabilities and the percentage of the Army's total force represented by Reserve units illustrate the invaluable role the Army Reserve plays in manning today's Army. The

Army Reserve contributes 100 percent of the

- chemical brigades,
- internment brigades,
- judge advocate general units,
- medical groups,
- railway units,
- training and exercise divisions, and
- water supply battalions.

The Army Reserve contributes more than two-thirds of the Army's

- civil affairs units,
- psychological operations units,
- transportation groups,
- motor battalions,
- chemical battalions,
- hospitals,
- medical brigades, and
- theater signal commands.

The Army Reserve contributes nearly half of the Army's

- petroleum battalions,
- adjutant general units,
- petroleum groups,
- transportation units,
- terminal battalions, and
- public affairs units.

While the Army Reserve makes up only 20 percent of the Army's organized units, it has about half of the Army's combat support and a quarter of the Army's mobilization base expansion capability at a cost of about 5.3 percent of the Army's budget.

The Army Reserve in the GWOT

Since 11 September 2001, more than 128,000 Army Reserve Soldiers have been mobilized in support of ongoing operations, including Operation Enduring Freedom in Afghanistan, Operation Iraqi

Freedom and Operation Noble Eagle, which is responsible for keeping secure the nation's airspace and infrastructure.

Civilians and Contractors

Not all Army personnel wear uniforms. A large and essential proportion of the Army team is civilian employees and contractors.

Currently, the Department of the Army employs about 230,000 civilians. Department of the Army civilians are authorized under Title 5 of the U.S. Code, "Government Organization and Employees." For the most part, Department of the Army civilians' authority is job related, meaning they exercise authority only as it relates to their positions and in regard to their commander's, supervisor's or unit's level in the chain of command. However, as federal employees, their positions are assigned General Service (GS) ranks, which can carry the same authority and status as certain ranks among uniformed personnel. Civilian employees rise in rank by being promoted to jobs of greater responsibility and authority.

Civilian contractors are employees of commercial companies who work almost exclusively with or for the Army for a set period of time, though the contract may be renewed. Many of these defense contractors are technicians who work on weapon systems, computer systems or communications systems. However, contractors are used in all aspects of combat support and combat service support missions, too, from administrative and training duties to intelligence and civil affairs. The Army uses contractors for three primary reasons:

- to take advantage of expertise not available among Department of Army uniformed or civilian personnel;
- to free up Soldiers for other mission-essential duties; and,
- to cut costs where commercial companies can deliver services more economically than can the Army by itself.

Civilian employees and civilian contractors have taken over many of the services and jobs once performed by uniformed personnel. They are a

critical part of the Army and of the nation's defense, supplementing officers and enlisted members in every type of mission—from administrative support to combat theater duties—serving alongside uniformed personnel across the full spectrum of military operations and conditions.

Useful Websites

Army

<http://www.army.mil/index.html>

Army Campaign Plan

<http://www.army.mil/thewayahead/acp.html>

Army Center of Military History

<http://www.army.mil/cmh-pg/>

Army Historical Foundation

<http://www.armyhistory.org/>

Army National Guard

<http://www.army.mil/>

Army Reserve

<http://www4.army.mil/USAR/home/index.php>

Army Staff

<http://www.army.mil/organization/hqdastaff.html>

Chief of Staff, Army

<http://www.army.mil/leaders/leaders/csa/index.html>

Headquarters, Department of the Army

<http://www.hqda.army.mil/hqda/>

Organization

<http://www.army.mil/organization/>

Posture Statement

<http://www.army.mil/aps/>

Secretary of the Army

<http://www.army.mil/leaders/leaders/sa/index.html>

Sergeant Major of the Army

<http://www.army.mil/leaders/leaders/sma/index.html>

Under Secretary of the Army

<http://www.army.mil/leaders/leaders/usa/>

Values

<http://www.army.mil/cmhpg/LC/>

[The%20Mission/the_seven_army_values.htm](#)

Vice Chief of Staff

<http://www.army.mil/leaders/leaders/vcsa/index.html>

Vision

<http://www.army.mil/thewayahead/foreword.html>



Chapter 3
Army
Organization



Army Organization

The Full-Spectrum Force

Ensuring homeland security and countering overseas terrorist threats: these were the challenges the United States faced 200 years ago. In the early years of the 19th century, American and European citizens and property were being attacked by state-sponsored terrorists, just as they are now. Then, the terrorists were pirates of the Barbary Coast, and the nation-state harboring them was Tripoli. Thomas Jefferson, president of a nation just 12 years old, took the fight to the terrorists in Tripoli, a war that resulted in the toppling of that nation's government and elimination of the terrorist threat. The U.S. Army took part in that war though its primary focus was securing the American frontier and exploring the new Louisiana Purchase.

That scenario is, in part, being repeated today, as the Army engages terrorists overseas while securing America's borders. However, in the intervening 200 years, the degree and nature of threats have continuously changed. Correspondingly, the Army's organization and operational strategy have adjusted to meet those changing threats.

Today the nation is undergoing a historical shift in security concerns. Emerging as the world's lone superpower after a 40-year face-off with the well-armed Soviet Union, the United States now faces threats from small states and non-state organizations employing unconventional means of warfare—terrorism.

This warfare is called "asymmetric," meaning the enemy does not operate along a geographical line or front. Nor does it engage as a uniformed, organized force. Rather, the enemy, hidden among

civilian populations, attacks targets of any type—military or civilian—anywhere, any time.

With this shift in security concerns, the Army is, once again, adjusting. To fight and win this different kind of war, the Army is undertaking a comprehensive transformation of its forces—one of the most profound reorganizations in its history. While the Army is adapting to deter and defeat an enemy that uses such tactics, it will still be able to counter any potential threats from a rising superpower that uses conventional armed warfare, should global politics revert to a Cold War-type situation. Additionally, the Army needs the capability to combat any unforeseen threats and an enemy even more elusive than that of the Global War on Terrorism.

The reorganization will create a force that can deploy rapidly and defeat a full spectrum of threats.

Overarching Organization

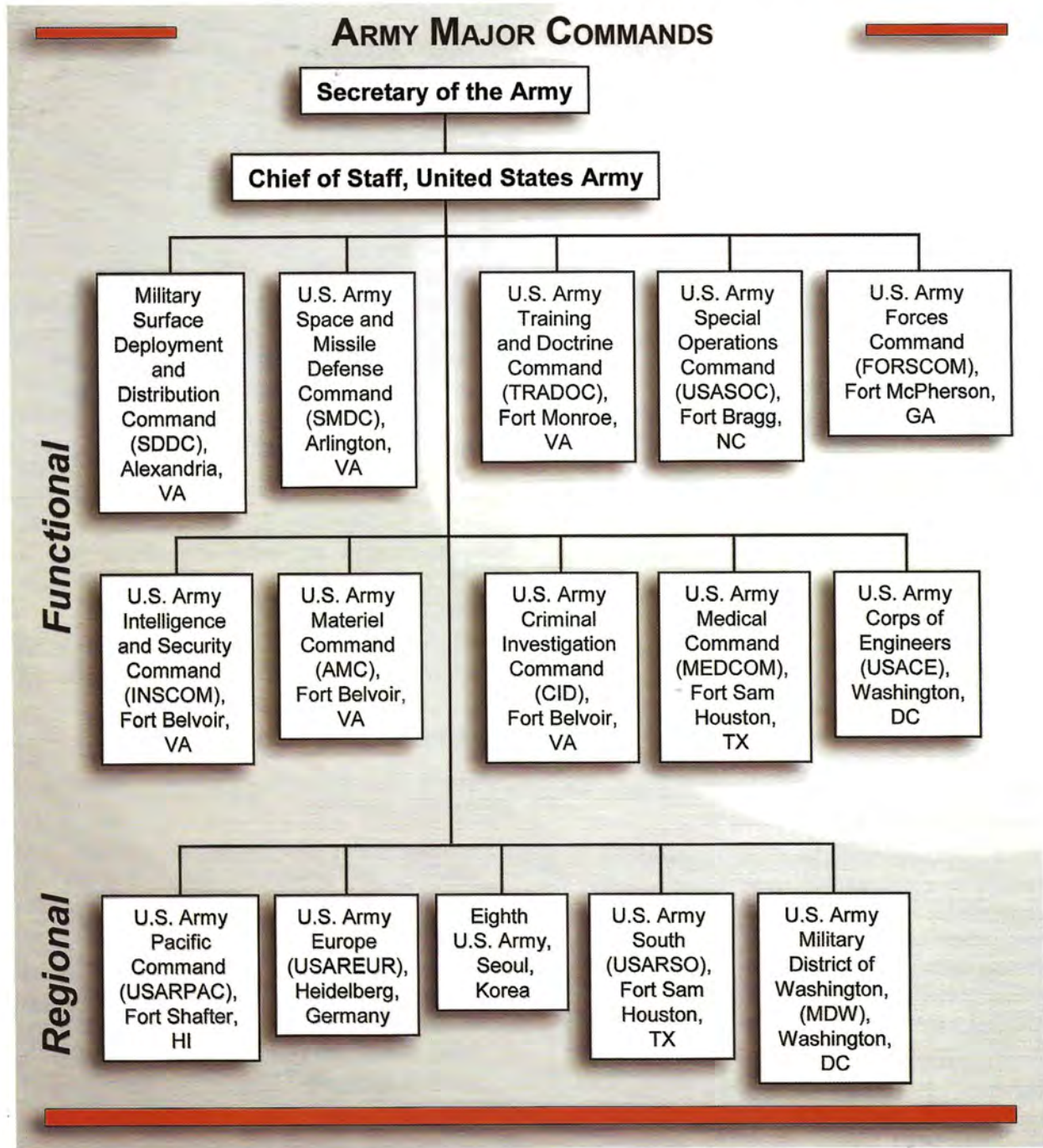
Army units perform one of three fundamental warfighting missions:

- combat units, such as infantry, armor, field artillery, air defense artillery, aviation and special forces, are directly involved in the conduct of fighting;
- combat support units, such as aviation, combat engineers, signal, military police, chemical, military intelligence and psychological operations forces, provide operational assistance to combat units; and
- combat service support units, such as transportation, medical, quartermaster (supply),

ordnance, finance and adjutant general (administration), provide logistical and administrative assistance to the above units.

Supplementing these warfighting elements are the Army's institutional missions:

- training and military education;
- recruiting;
- research and development; and
- engineering and base support.



Major Army Commands

Major Army Commands (MACOMs) are the senior headquarters that supervise, coordinate and support forces and activities across large geographic areas. The few Army units, agencies or organizations that do not belong to a MACOM are those supervised by the Army Staff and Army personnel assigned to United Nations agencies, NATO commands, defense attachés and other offices deriving from treaties and executive agreements with individual nations.

MACOMs may be regional or functional. Regional MACOMs, containing combat and combat support units within a specific geographic area, provide an Army component headquarters to the regional unified commands and fall under operational control of the combatant commanders, who report directly to the Secretary of Defense. Functional MACOMs are headquarters for specialized combat units and warfighting support and institutional elements. Four of the functional MACOMs—Military Surface Deployment and Distribution Command (SDDC), Special Operations Command (USASOC), Forces Command (FORSCOM) and Space and Missile Defense Command (SMDC)—belong to unified commands. See appendix A for profiles of the Army's 15 MACOMs.









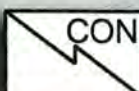
The Army in Transition

Below the MACOMs, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps.

In its transformation, the Army is changing the size, focus and hierarchical relationships of its largest, upper-tier organizations: the brigades, divisions, corps and armies. The Army is calling its new look the Modular Force. Divisions will no longer own combined-arms brigades and battalions. The new Modular Force will also realign units that are usually separated in peacetime into a permanent organization that mirrors their wartime structure. These changes are being made with an

EXAMPLES OF UNIT SYMBOLS

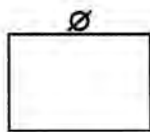
The Army uses graphic boxes to depict its units in shorthand. A symbol inside the box identifies the unit's type; a mark over the unit indicates the unit's size.

		
Special Forces Aviation Rotary Wing	Military Intelligence, Aerial Exploration (UAV)	Psychological Operations
		
Tactical Satellite Communications	Chemical and Nuclear Reconnaissance Armored Vehicle	Engineer Floating Bridge
		
Band	Air Assault Infantry	Construction

eye toward-making units leaner, more agile and capable of plugging into joint expeditionary forces built to meet specific circumstances rather than according to a traditional template. The smaller organizational levels—teams, squads, platoons, companies and battalions—will not greatly change as a result of this transformation.

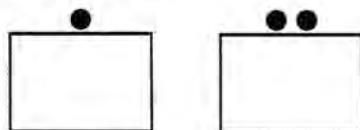
This transition, already under way, is scheduled to take at least another five years as the Army phases in the new structure while meeting the operational demands of fighting the Global War on Terrorism. Consequently, the Army currently has units in keeping with its post-Cold War posture as well as modular organizations. What follows is an explanation of units within the organization being phased out followed by a description of the Modular Force and its new-style units.

Fire Team and Crew



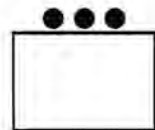
In the infantry, fire teams comprise four or five Soldiers. Combat units built around armored vehicles, field artillery or air defense artillery units are called crews. These are the Soldiers who operate the vehicles or weapon systems. Teams and crews are the smallest organizational units in the Army.

Squad/Section



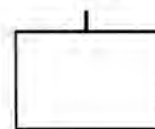
A squad in the infantry usually consists of two fire teams, whereas in the armored and artillery elements a squad will refer to the piece of equipment and its crew. Four to 10 Soldiers comprise a squad. A section is usually larger than a squad, but the size of either depends on its function. A noncommissioned officer (NCO), usually a sergeant or staff sergeant, leads a squad or section.

Platoon



In the infantry a platoon usually comprises four squads for a total of 16 to 40 Soldiers, though the size may vary depending on the type and mission of the platoon. Platoons are led by lieutenants, with a staff sergeant or sergeant first class as the second in command.

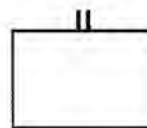
Company/Battery/Troop



Typically, three to five platoons and a headquarters section form a company, battery or troop—a total of 100 to 200 Soldiers. The size depends on the type and mission of the unit. A tank company comprises 17 tanks divided into three platoons. An artillery equivalent of the company is called a battery, and the traditional cavalry equivalent is

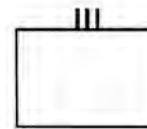
called a troop. Company commanders are usually captains, with first sergeants as their principal NCOs. Independent or separate companies are assigned numerical designations (i.e., 561st Medical Company), while organic companies—those belonging to a battalion—are assigned alphabetic designations (i.e., Company B, 1st Battalion, 327th Infantry). Within the combat arms it is also possible to have a separate regimental company-sized organization (i.e., Battery B, 26th Field Artillery). A company is the basic tactical element of the Army, a cohesive component that can enter combat and perform a mission on its own.

Battalion/Squadron



A battalion is composed of four to six organic or separate companies plus a headquarters element, all under the command of a lieutenant colonel, with a command sergeant major as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored cavalry and reconnaissance functions. The Army has combat, combat support and combat service support battalions (i.e., 1st Battalion, 37th Armor; 249th Engineer Battalion; and HHC, 11th Transportation Battalion). In performance of particular missions battalions are capable of attaching different types of companies to form battalion-size task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. Battalions are usually the lowest command level to have organizational colors and distinctive unit insignia as part of their esprit de corps and unit identity.

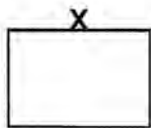
Regiment/Group



“Regiment” is a traditional designation predating the U.S. Army, but it has largely been replaced by the term “brigade” (see next). Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiments being the most familiar.

Combat arms units still keep their "regiment" name for the sake of tradition. For example, the 4th Squadron, 7th Cavalry and 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army's most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinate elements but rarely operate as tactical entities.

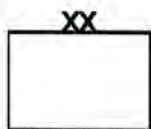
Brigade



A brigade, with 4,000 to 5,000 Soldiers, historically has contained two to five combat battalions, a number of attached combat support and combat service support battalions or companies and a headquarters element. The Army structure has included both divisional and separate brigades. A numbered divisional brigade (i.e., 1st Brigade, 3d Infantry Division) is commanded by a colonel, with a command sergeant major as the senior NCO. Brigades not assigned to a division, such as the 173d Airborne Brigade, are called "separate." These may be commanded by colonels or brigadier generals, depending on the type of brigade and its mission. Brigades are capable of self-contained, independent operations in a combat theater.

This level of organization is transitioning in the new Modular Force.

Division



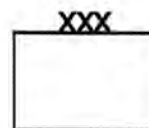
Historically comprising two or three brigades and a complement of support elements, a division is a self-contained, fully-equipped organization capable of sustained combat operations. Containing 10,000 to 18,000 Soldiers, it is commanded by a major general. Divisions have been structured according to their primary missions: infantry, light

or mechanized infantry, airborne, air assault or armored. However, as combined-arms organizations they typically include the following elements:

- division headquarters for command and control,
- subordinate maneuver brigade headquarters,
- infantry and armor battalions,
- field artillery,
- engineers,
- air defense artillery,
- aviation,
- military police,
- military intelligence,
- nuclear-biological-chemical defense,
- signal,
- supply,
- transportation,
- field maintenance,
- medical, and
- administrative services.

This level of organization is transitioning in the new Modular Force.

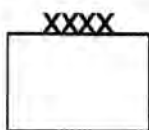
Corps



A traditional corps is a deployable level of command that can conduct and sustain combat operations. Commanded by a lieutenant general, a corps contains two to five combat divisions plus separate brigades or auxiliary forces. The corps is the primary command and control headquarters for the conduct of combined-arms warfare within a theater of operations. The corps also provides a framework for multinational operations.

This level of organization is transitioning in the new Modular Force.

Army



Historically, a theater army has been the Army component in a unified command, with both operational and support responsibilities. A field army may be

formed by theater army commanders in coordination with unified commands. It normally will be constituted from existing Army forces and structured to meet specific operational requirements. In joint and combined operations, field armies may include units of other services or of allied forces. When the field army is the largest land formation in a theater of war, its commander may serve as the land component commander and may design and direct the land campaign for the entire theater.

This level of organization is transitioning in the new Modular Force.

Army Group



In a long-term theater of war in which large numbers of forces are employed, as happened in World War II, theater army commanders, coordinating with

unified combatant commanders, may form army groups. These would control the operations of two to five field armies, and their main function would be to design and direct campaigns in the theater.

Modular Force

Today, many security threats are unpredictable, and crises can develop quickly in any location. Therefore, instead of a force organized to meet defined and expected threats, the Army is creating a Modular Force that is agile enough to quickly counter any threat anywhere, including unanticipated threats. Flexibility is the hallmark of the new Modular Force and its role in future operations.

It is called “modular” because it will rely on self-contained, full-spectrum units that can be plugged in to larger forces, including joint forces, thereby giving the nation the capability of responding quickly and effectively to meet the specific circumstances of a crisis. The types of

units will be standardized. For example, every Heavy Brigade Combat Team (described below)—no matter its legacy or home base—will have the same number of Soldiers and type of equipment. This will allow planners of a theater campaign to build an effective force more easily.

Once the appropriate number of brigade combat teams is determined based on theater requirements, planners can select these modular units depending on their availability in the force regeneration cycle. Because all units will have the same skill sets, they can be deployed on a time basis, which will make deployments more predictable and more fairly distributed throughout the Army, including the reserve component, which is restructuring along with the active Army. This type of organization will increase effective use of combat power by 30 percent without increasing endstrength.

These modular organizations exist in two command levels, which, during the transition, the Army has designated as Units of Action (UAs) and Units of Employment (UEs).

Units of Action

The modular UAs are divided into support and maneuver UAs. Functionally organized support UAs will be created to accomplish sustainment, artillery, military intelligence, battlefield mobility and other missions.

The maneuver UAs are called brigade combat teams (BCTs) because they are similar in size and structure to brigades in the organization being phased out. BCTs are at the heart of the Modular Force. In fact, the Army regards these units as “brigade-sized building blocks of combat power” that can be pieced together like players on a team and swiftly deployed. Unlike traditional brigades, however, these BCTs contain some division- and corps-level tasks, such as intelligence, logistics and command and control. Compared to the current brigade composition, BCTs will comprise the following:

- organic combined arms;
- better command and control;

MODULARITY

FROM: An Army based around a powerful, fixed organization



TO: An Army designed around smaller, more self-contained organizations



**... plus modular functional support
Units of Action as needed**



- increased reconnaissance and security;
- increased intelligence collection and analysis;
- psychological operations, public affairs and civil affairs;
- battle command systems; and
- increased linkage to joint resources and national assets.

Though incorporating more capabilities than the current brigades, BCTs will be smaller and therefore more agile. They will be able to engage an enemy in all environments with the full gamut of Army and joint firepower. As self-contained organizations they will be able to survive and sustain operations while larger joint-force capabilities take shape if needed. Thus, in times of crisis the Army won't have to deploy an entire division as it does now; rather, it will be able to send into theaters smaller, tailored forces.

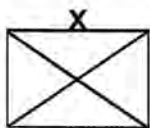
Shaped as modular units from the outset, UAs also will allow the Army a larger selection of rotational units to meet combatant commanders' operational needs, reducing the possibility of certain units being overused. As part of its reorganization the Army plans to place these modular units on deployable timelines: active component UAs will deploy, reset, train and deploy again on a three-year cycle, and reserve component UAs will operate on a six-year cycle.

In the post-Cold War organization the Army had 33 active component brigades and 34 Army National Guard brigades. After reorganization the active force will have 43 to 48 BCTs in addition to the 34 Army National Guard BCTs, giving the Army up to 82 combat BCTs without increasing endstrength.

Because the traditional brigades are currently transitioning into modular BCTs, the Army has decided to retain the infantry designations for the new maneuver UAs. For example, the 2d Brigade, 4th Infantry Division is now called the 2d Brigade Combat Team, 4th Infantry Division.

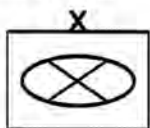
BCTs will fall under one of three designations: Infantry, Heavy and Stryker.

Infantry BCT



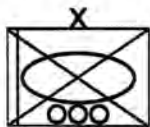
Infantry BCTs include two infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a logistics support battalion and a new organization called the special troops battalion that combines several functional missions. Selected Infantry BCTs will also be airborne qualified.

Heavy BCT



Heavy BCTs include two armor-mechanized infantry battalions (one using a historic infantry battalion designation and the other a historic armor battalion designation), an armed reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a special troops battalion, similar to that of the Infantry BCT.

Stryker BCT



The Stryker Brigade Combat Team (SBCT) is an Army concept centered on a whole new combat vehicle, the Stryker, an eight-wheel-drive, armored infantry carrier. The Stryker comes in eight configurations: antitank guided missile, mortar carrier, fire support, medical evacuation, engineer squad, command, reconnaissance and hazardous material reconnaissance. Using these all-terrain, all-conditions and easily transportable vehicles as the centerpiece, the Army has created a highly agile, highly lethal force capable of quick deployments.

Containing about 3,900 soldiers, an SBCT consists of three infantry battalions (with mobile gun, mortar, forward observers and sniper capabilities), a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support battalion, a military intelligence company, an engineer company, a signal company, an antitank company and a headquarters company.

These units train together year-round and deploy as one self-contained organization. The SBCT also has advanced command, control, communications, computer, intelligence, surveillance and reconnaissance (C4ISR) systems that not only give it the best possible assessment of a battlefield but also allow it to draw on all Army and joint force resources when needed. Thus, while its size allows it swift mobility, the SBCT's combined arms and technology give it division-level capabilities in a theater of war.

Units of Employment

The three command echelons above brigade in the Cold War-era force—divisions, corps and armies—are being reduced to two levels collectively called Units of Employment (UEs): Tactical UE and Operational UE.

Tactical UE

A Tactical UE, called a division headquarters during the transformation and commanded by a major general, will have warfighting as its primary function. Combining the current functions of a division with the tactical responsibilities of a corps, the UE is designed to exercise command and control over six BCTs in high- and mid-intensity combat operations and more BCTs in protracted stability operations. However, the UE will not have any organic maneuver forces beyond the headquarters element, although it also will have a special troops battalion. As such it can serve as the Joint Force Land Component Commander (JFLCC) or the Joint Task Force (JTF) headquarters for small-scale contingencies.

Currently carrying the traditional division designations, the Tactical UEs may supervise the force regeneration and training of BCTs bearing their division designations (i.e., 4th BCT, 1st Armored Division). This arrangement is made easier by plans to colocate many divisional BCTs and division headquarters at the same or nearby installations. The division's deployable command posts, however, will no longer own units in the traditional sense, but during wartime may serve as the control element for one or more deployed BCTs with its own or another divisional designation.

Operational UE

An Operational UE, called a corps headquarters during the transformation and commanded by a lieutenant general, will provide theater operational land forces and joint support, including administrative control over Army forces. This consolidates most of the functions traditionally performed by corps and theater armies. An Operational UE will serve as the Army theater-level headquarters for each regional combatant commander and provide the JFLCC and headquarters for major combat operations or theater war.

Depending on the situation an Operational UE could use its deployable command posts to directly command one or more BCTs. In large deployments, the corps headquarters staff may direct a combination of divisions and BCTs or just BCTs.

All UEs are designed to be completely modular with self-contained staffs and have no need to plug in people from subordinate units. They also will be organized along functional lines rather than by Army branch, which, along with their increased modularity, will enable UEs to easily align with joint or international warfighting.

Transformation

The transition of all brigade-level units, divisions, corps and armies, which began in Fiscal Year (FY) 2004, is scheduled to be completed in FY 2011. Units are being transitioned into modular configurations as they rotate back from operations in Iraq, Afghanistan and elsewhere. Furthermore, the Army is restationing units from overseas bases to U.S. installations. When the transformation is complete the active Army plans to have the following field organization (see map, page 123):

- 1st Infantry Division, moving from Germany to Fort Riley, Kansas, with three BCTs at Fort Riley and a BCT at Fort Knox, Kentucky;
- 2d Infantry Division with a BCT in South Korea and three SBCTs at Fort Lewis, Washington;
- 3d Infantry Division with three BCTs at Fort Stewart, Georgia, and one at Fort Benning, Georgia;

- 4th Infantry Division with four BCTs at Fort Carson, Colorado;
- 25th Infantry Division with a BCT and SBCT at Schofield Barracks, Hawaii, a BCT at Fort Richardson, Alaska, and an SBCT at Fort Wainwright, Alaska;
- 1st Armored Division, moving from Germany to Fort Bliss, Texas, with four BCTs;
- 1st Cavalry Division with four BCTs at Fort Hood, Texas;
- 10th Mountain Division with three BCTs at Fort Drum, New York, and a BCT at Fort Polk, Louisiana;
- 82d Airborne Division with four BCTs at Fort Bragg, North Carolina;
- 101st Airborne Division (Air Assault) with four BCTs at Fort Campbell, Kentucky;
- 2d Armored Cavalry Regiment SBCT in Germany;
- 3d Armored Cavalry Regiment BCT at Fort Hood;
- 11th Armored Cavalry Regiment BCT at Fort Irwin, California; and
- 173d Airborne BCT in Italy.

Useful Websites

Army

<http://www.army.mil/index.html>

Crests and Unit Patches

http://www.tioh.hqda.pentagon.mil/DUI_SSI_COA_page.htm

Force Stabilization

<https://www.unitmanning.army.mil/>

Modular Force

<http://www.army.mil/modularforces/>

Organization

<http://www.army.mil/organization/>

Operational Terms and Graphics

http://www.dtic.mil/doctrine/jel/service_pubs/101_5_1.pdf

Posture Statement

<http://www.army.mil/aps/>

Units and Installations

<http://www.army.mil/organization/>



Chapter 4
The Soldier



The Soldier

An Army of One

The United States Army is among the best trained, most disciplined and most proficient in the world. That tradition dates to 1778 when Baron Friedrich von Steuben wrote the book on training and discipline for George Washington's fledgling Continental Army at Valley Forge. That was the turning point in the War of Independence, for von Steuben's training gave the American Army the tools to topple the better-equipped, better-supplied and larger British Army and has been the foundation of America's armed superiority ever since.

The individual Soldier is the basic building block of all Army organization and operations. Consider the testimony of Corporal Richard P. Lovett, speaking on behalf of the "Army of One" recruiting campaign: "Even though there are 1,045,690 Soldiers just like me, I am my own force. With technology, with training, with support, who I am has become better than who I was. And I'll be the first to tell you, the might of the U.S. Army doesn't lie in numbers. It lies in me." An organization of such individuals makes for a stronger, more cohesive unit.

Army Oath

Title 10 of the U.S. Code, which establishes the mission and organization of the U.S. Army, governs the enlistment and commissioning of the Army's Soldiers. All members upon entering the Army must recite an oath, first established by the Continental Congress when it created the Army in 1775. The current oaths, with wording dating to around 1960, follow.

Enlisted Oath

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God."

Officer's Oath

"I, _____ [Social Security Account Number], having been appointed an officer in the Army of the United States, as indicated above in the grade of _____ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God."

Army Values

U.S. Soldiers adhere to the following seven Core Army Values:

- **Loyalty—Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.** Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and

stands up for fellow Soldiers. By wearing the uniform of the U.S. Army, Soldiers express their loyalty. By doing their share, they show loyalty to the unit.

- **Duty—Fulfill your obligations.** A Soldier doing his or her duty means more than carrying out assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities, building one assignment onto another. Soldiers fulfill their obligations as a part of the unit every time they resist the temptation to take shortcuts that might undermine the integrity of the final product.
- **Respect—Treat people as they should be treated.** Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. Self-respect is a vital ingredient, too, which results from knowing you have put forth your best effort. The Army is one team and each Soldier has something to contribute.
- **Selfless Service—Put the welfare of the nation, the Army and your subordinates before your own.** In serving their country, Soldiers are doing duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer and look a little closer to see how he or she can add to the effort.
- **Honor—Live up to Army values.** Honor is a matter of carrying out, acting and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything. Soldiers make honor a matter of daily living, solidifying a habit of being honorable with every value choice they make.
- **Integrity—Do what's right, legally and morally.** Integrity is a quality developed by adhering to moral principles. It requires never doing and saying anything that deceives others. As a Soldier's integrity grows, so does the trust others place in that Soldier.

- **Personal Courage—Face fear, danger or adversity (physical or moral).** Personal courage has long been associated with the Army. Physical courage is a matter of enduring physical duress and risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. Soldiers build personal courage by daily standing up for and acting upon the things they know are honorable.

Soldier's Creed

In addition to the seven core Army Values, all Soldiers are expected to uphold a set of principles called the Soldier's Creed. This guides every aspect of their Army lives, from their behavior and attitude to their training and the carrying out of duties and missions.

The Soldier's Creed

I am an American Soldier.

*I am a Warrior and a member of a team.
I serve the people of the United States
and live the Army Values.*

*I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.*

*I am disciplined, physically and mentally
tough, trained and proficient in my warrior
tasks and drills. I always maintain my
arms, my equipment and myself.
I am an expert and I am a professional.*

*I stand ready to deploy, engage, and
destroy the enemies of the United States
of America in close combat.*

*I am a guardian of freedom and the
American way of life.*

I am an American Soldier.

Rank and Promotions

The structure for the Army's uniformed members is based on rank, a designation of experience and authority. Except in specialized career fields, all members enter the Army at the lowest commissioned or enlisted rank and earn promotions to higher ranks based on their performance record, skill levels, time in grade and leadership qualities. Each succeeding rank carries more authority, greater responsibility and higher pay.

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, including noncommissioned officers (NCOs). Each rank is given a numbered designation (i.e., O-number, W-number and E-number) to indicate its pay grade and corresponding rank with those of other military services. For example, a colonel in the Army is an O-6, the equivalent of a Navy captain, whereas an Army captain, O-3, is the equivalent of a Navy lieutenant. A private first class is an E-3 in the Army but is the lowest rank (E-1) in the Marine Corps. Sometimes two ranks may be assigned the same pay grade (e.g., specialists and corporals in the Army, both of whom are E-4s).

Commissioned Officers

Commissioned officers receive a commission approved by Congress to serve in the Army. As such, commissioned officers legally represent the Commander in Chief (the President of the United States), and the commission serves as the basis for an officer's legal authority. Commissioned officers are the equivalent of mid- and high-level executives in civilian corporations, managing large numbers of people and resources. They are expected to prudently and courageously exercise finely honed judgment to command Soldiers, establish Army policy and manage Army resources.

Commissioned officers earn their commissions either by graduating from the U.S. Military Academy at West Point, by completing the Reserve Officer Training Corps (ROTC) program while attending college, or by completing Officer Candidate School (OCS). The officer corps is divided into three designations:

- lieutenants and captains are company grade officers;
- majors, lieutenant colonels and colonels are field grade officers; and
- the top five ranks, represented by stars, are general officers.

The Army's highest rank, General of the Army (five stars), was created in 1944 and conferred on George Marshall, Douglas MacArthur, Dwight Eisenhower and Henry Arnold. Omar Bradley, the last to hold the rank, was appointed in 1950.

Warrant Officers























Warrant officers are highly specialized experts and trainers in specific technologies, activities or skills. They are single-track officers in that they stay within their specialties throughout their careers rather than rising through levels of command or staff duties. Warrant officers earn their warrants from the Secretary of the Army upon completing Warrant Officer Candidate School. When promoted to chief warrant officer two, warrant officers receive a commission from the President and have the same legal status as commissioned officers, though they maintain their single-track careers.


Enlisted Personnel

Soldiers who enlist in the Army make up the enlisted ranks. They must successfully complete Basic Training, where they learn the Army culture and core skills of a Soldier, and attend Advanced Individual Training (AIT) to learn a specialty. The three lowest pay grades—private, private E-2 and private first class—usually are in training or on their first assignments. At E-4, specialists gain greater responsibilities within their career fields.

Though sharing the E-4 paygrade with specialists, corporals share the status of noncommissioned officer (NCO) with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers, but they also are given authority to direct Soldiers, manage operations and take on other leadership duties to accomplish a mission. NCOs are traditionally called “the backbone of the U.S. Army” because of their experience in and knowledge of their specialties, their

RANK INSIGNIA

	Private E-1		Second Lieutenant (2LT) O-1
	Private (PV2) E-2		First Lieutenant (1LT) O-2
	Private First Class (PFC) E-3		Captain (CPT) O-3
	Specialist (SPC) E-4		Major (MAJ) O-4
	Corporal (CPL) E-4		Lieutenant Colonel (LTC) O-5
	Sergeant (SGT) E-5		Colonel (COL) O-6
	Staff Sergeant (SSG) E-6		Brigadier General (BG) O-7
	Sergeant First Class (SFC) E-7		Major General (MG) O-8
	Master Sergeant (MSG) E-8		Lieutenant General (LTG) O-9
	First Sergeant (1SG) E-9		General (GEN) O-10
	Sergeant Major (SGM) E-9		General of the Army
	Command Sergeant Major (CSM) E-9		
	Sergeant Major of the Army (SMA) E-9		

 Warrant Officer 1 (WO1)

 Chief Warrant Officer 2 (CW2)

 Chief Warrant Officer 3 (CW3)

 Chief Warrant Officer 4 (CW4)

 Chief Warrant Officer (CW5)

BRANCH INSIGNIA

					
Adjutant General	Aide, Chief of Staff, Army	Aide, General of the Army	Aide, General Officers	Aide to Chairman, Joint Chiefs of Staff	Aide, President of the United States
					
Aide, Secretary of the Army	Aide, Secretary of Defense	Air Defense Artillery	Armor	Aviation	Band
					
Cavalry	Chaplain, Buddhist	Chaplain, Christian	Chaplain, Jewish	Chaplain, Muslim	Chaplain Assistant
					
Chemical	Civil Affairs	Corps of Engineers	Field Artillery	Finance	General Staff
					
Branch Immaterial and Command Sergeant Major	Infantry	Inspector General	Judge Advocate General	Medical Corps	Dental Corps
					
Veterinary Corps	Medical Service	Nurse Corps	Medical Specialist Corps	Military Intelligence	Military Police
					
National Guard Bureau	Ordnance	Psychological Operations	Public Affairs	Quartermaster Corps	Signal Corps
					
	Special Forces	Staff Specialist	Transportation		

BADGES



Air Assault



Astronaut



Aviation



Aviator



Combat Action



Diver



Driver and Mechanic



Flight Surgeon



Glider



Combat Infantry



Expert Infantryman



Combat Medical



Expert Medical



Nuclear



Explosive Ordnance



Parachutist



Pathfinder



Physical Fitness



Pistol Shot



Ranger



Rifle Shot



Rigger



Special Forces



Weapon Qualification



Office of the Secretary of Defense



Office of the Joint Chiefs of Staff



Army Staff



Guard, Tomb of the Unknown Soldier



Recruiter



Career Counselor



Drill Sergeant

devotion to duty and their dedication to the Army's mission. As such they not only transform recruits into teams of Soldiers but often are tasked with teaching lieutenants the basics of being an officer.

The Army's highest ranking NCO is the Sergeant Major of the Army, who serves as an adviser to the Army Chief of Staff and as a spokesperson for the whole enlisted force among the command levels of the Army.

Army Branch Training

All Soldiers are assigned to and trained in one of the branches of the Army. These are job and skill specialties the Soldier will perform in combat or in support of combat units. The branches of the Army are grouped according to their primary mission:

- to engage in combat,
- to directly support combat elements or
- to provide combat service support or administration to the Army as a whole.

Soldiers who serve in these branches wear distinctive insignia on their uniforms. Additionally, Soldiers may receive special insignia indicating their qualifications in certain skills. During their careers, Soldiers receive unit badges and earn medals and other honors displayed as ribbons on their dress uniforms. Soldiers wear these decorations proudly for they represent their commitment to excellence and unit cohesion.

Soldier as a System

After decades of technological advancements in weaponry, transportation, armor and airborne capabilities, the Army has recently addressed the modernization of its centerpiece weapon—the Soldier. The initiative, called Soldier as a System, will provide all Soldiers, including those in rear echelons, with equipment and training to achieve the following qualities in the full spectrum of military operations in all environments:

- Lethality—capability to detect, identify, counter or kill selected targets;
- Survivability—effective protective materiel and countermeasures, including self-defense;

- Mobility—efficient and effective movement for both mounted and dismounted Soldiers, including reducing an individual Soldier's load;
- Sustainability—reliable and durable equipment and physically and mentally healthy Soldiers; and,
- Battle Command Capabilities—capability to receive and use information that provides a more complete picture of the battlefield and rapid changes in that battlefield.

Useful Websites

Crests and Unit Patches

http://www.tioh.hqda.pentagon.mil/DUI_SSI_COA_page.htm

Enlisted Management

<https://www.hrc.army.mil/site/active/enlist/enlist.htm>

Enlisted Selections and Promotions

<https://www.perscom.army.mil/select/enlisted.htm>

Officer Management

<https://www.perscomonline.army.mil/opmd/opmd.htm>

<http://www.army.mil/careers/officers.htm>

Officer Selection and Promotions

<https://www.perscomonline.army.mil/select/OfWoProm.htm>

Protocol

<http://www.hqda.army.mil/protocol/main/Publications.asp>

Rank Insignia

http://www.tioh.hqda.pentagon.mil/Rank_page/USArmyRankInsignia.htm

Soldier's Creed

http://www.army.mil/SoldiersCreed/flash_version/index.html

Song

<http://bands.army.mil/music/armysong.asp>

Symbols

<http://www.army.mil/ArmySeals.htm>

Values

http://www.army.mil/cmhpg/LC/The%20Mission/the_seven_army_values.htm

Vision

<http://www.army.mil/thewayahead/foreword.html>

Warrant Officer Management

<https://www.perscom.army.mil/OPWod/wod.htm>

Warrant Officer Selection and Promotions

<https://www.perscom.army.mil/select/ofwoprom.htm>



Chapter 5
Army as
an Institution



Army as an Institution

Warrior Class

The ancient Greeks were among the first to study warfare as both an academic and a physical discipline requiring strategy as much as, if not more than, strength. In the Roman Empire a standing army became a primary pillar of a prosperous and secure society, and the soldiers and their generals were accorded status as honored citizens.

Over the course of its history the U.S. Army has fluctuated in size and function but has always maintained its status as an important institution of American society. Serving in the Army has been seen by many Americans over time as a respected career, and Soldiers are highly regarded for their sense of duty and the sacrifices they have made for their country. Of the nation's 43 presidents, 30 served in the armed forces. Of those, 17 served in the Regular Army and six in the Army National Guard or militia. Three men who attained the highest rank of general in leading wartime field armies became President: George Washington (War of Independence), Ulysses S. Grant (Civil War) and Dwight D. Eisenhower (World War II).

The institutional Army has evolved around the Army's primary mission of providing forces with a wide range of landpower capabilities that enable combatant commanders to dominate and sustain land warfare across the spectrum of operations. The Army therefore must recruit, organize, train, equip, supply, sustain, mobilize and demobilize those forces as well as construct, maintain and repair facilities. To do all of that requires the right people and tools and the proper mix of intellectual and technological strength.

Readiness

In the current and foreseeable strategic environment of continuous war, the Army must remain ready to go and ready to act decisively upon arrival. Readiness refers to the ability of a unit to do the mission it was designed to do immediately when called upon. Readiness of the Army force includes the readiness of all units that collectively enable tactical units to do the mission.

Readiness involves a combination of Soldiers and leaders, equipment and training. It includes the ability and the capacity to sustain forces wherever and whenever deployed for warfighting and peacetime operations. It includes maintaining facilities and infrastructure capabilities at a level that supports the immediate deployment, sustainment—whether forward or by reaching back—and resetting of units after deployments.

Readiness is a fundamental tenet of the Army's core competencies, an asset today and an objective for units in the future.

- Personnel readiness depends on having in the unit the right number and right kinds of people with the proper skills, fully trained and ready to execute missions. Future readiness depends on the ability to recruit, train and retain quality people.
- Force readiness depends on units organized, equipped and trained to perform the Army's combat missions and missions other than war. Future readiness depends on the assimilation and mastering of changes in doctrine, organization, equipment and training.

- Equipment readiness requires the right kinds of equipment, properly maintained and in the hands of trained troops. Future readiness depends on the modernization and upgrading of weapons and equipment.

Failure to achieve and maintain the necessary standards of readiness for any of these elements diminishes overall readiness. Inadequate readiness increases the risk both to the lives of America's Soldiers and to American interests.

Personnel

Endstrength is the term used for the total number of people serving in the various components of the Army as authorized in the budget passed by Congress. The current endstrength is set at 502,400 for the active Army, 350,000 for the Army National Guard and 205,000 for the Army Reserve. The Army also employs about 230,000 civilians. These numbers are less than two-thirds the endstrength available to the Army at the end of the Cold War in 1989 (770,000 for the active Army, 457,000 for the Army National Guard, 319,000 for the Army Reserve and 405,000 civilians). Per the policies of two presidential administrations the forces steadily decreased throughout the 1990s, reaching the current levels at the end of the millennium. The past two years, temporary endstrength for active forces has gone up by 30,000 and the number of civilians rose by 6,000.

As an all-volunteer force the Army must recruit to meet its endstrength, but it seeks only individuals who want to serve the nation and who have the commitment and endurance to stay the course. One hundred percent of the Army's recruits will have a high school diploma or the equivalent, with no less than 90 percent holding high school diplomas. Here are the recruiting goals for Fiscal Year (FY) 2005:

- Active Army—79,000 enlistees;
- Army National Guard—40,950 non-prior service and 22,050 prior service; and
- Army Reserve—18,175 non-prior service, 5,000 prior service, 5,000 prior service transition from active component to reserve

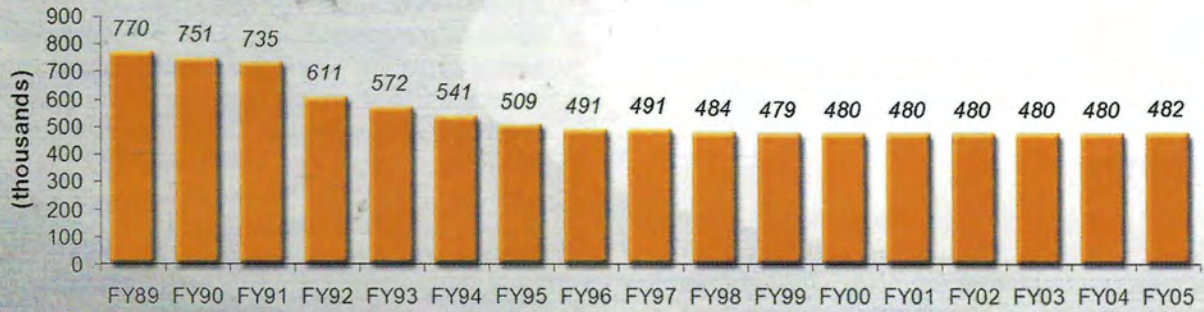
component, and 9,500 prior-service transfer from Individual Ready Reserve to Troop Program Unit.

The Army recruits most of its enlisted personnel through high schools and recruitment offices located in almost every community in the nation. Officers enter the Army through the U.S. Military Academy at West Point, the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the senior ROTC program, operated by the U.S. Army Cadet Command at 272 colleges and universities in the United States. The command also oversees a total of 1,563 Junior ROTC units at the nation's high school level. In FY 2004, a total of 4,408 lieutenants received their commissions through the Army ROTC program. The U.S. Military Academy commissioned 908 officers during that same year. The Officer Candidate Program at Fort Benning, Georgia, commissioned an additional 935 officers in FY 2004.

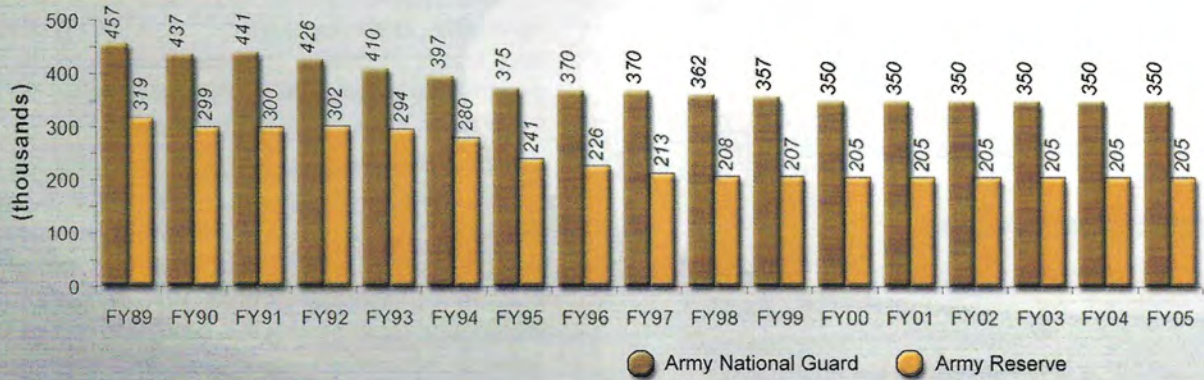
The bulk of personnel are enlisted, making up 83.8 percent of the active Army, 88.2 percent of the Army National Guard and 81 percent of the Army Reserve. Commissioned officers comprise almost 13.8 percent of the active Army, 8.8 percent of the Army National Guard and 17.7 percent of the Army Reserve. Warrant officers make up the rest. The Army is an equal opportunity employer, recruiting, enlisting, commissioning, promoting and retaining Soldiers wholly on the basis of skills. By intention this provides the Army with a diverse composition of people.

Retention is another ongoing effort for the Army, impacted by mission needs within the Army as well as by external economic and social factors. Once it has created the best and brightest Soldiers, the Army, backed by Congress, wants to keep them. The active Army's retention goals for FY 2005 are 19,670 initial career, 23,595 mid-career and 12,016 career soldiers. Retention depends on the Soldier's continued satisfaction with his or her career and quality of life as well as the family's satisfaction with the quality of military life. This includes compensation, single-Soldier and family housing, health care and retirement benefits. The Army will

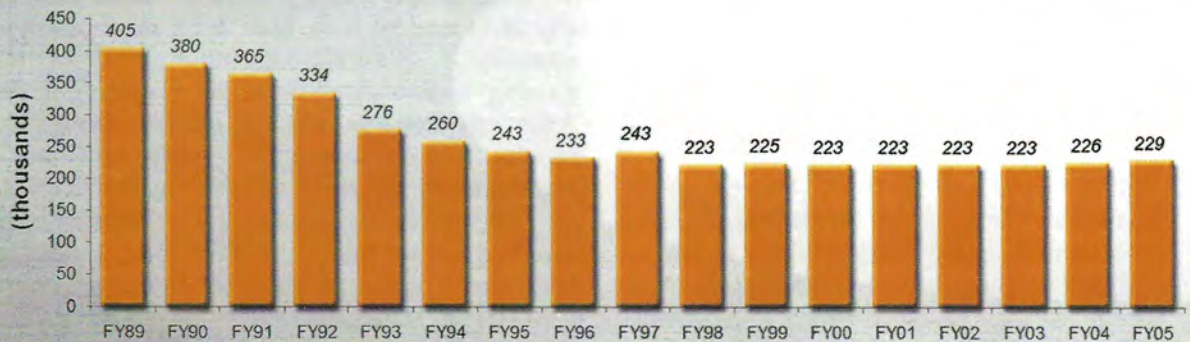
ACTIVE COMPONENT PERSONNEL ENDSTRENGTH



RESERVE COMPONENT PERSONNEL ENDSTRENGTH



CIVILIAN PERSONNEL ENDSTRENGTH



on occasion issue a “stop loss” order which forbids Soldiers in specifically identified units or career fields from separating from the Army even when their enlistment commitment is concluded. A “stop loss” order is issued only in times of national emergency.

Training

No matter their rank, all personnel (including Military Academy and ROTC graduates) receive training upon entering the Army. Soldiers also are encouraged to continue both their military education and college degree pursuits as they rise in rank. The U.S. Army Training and Doctrine Command (TRADOC) operates an extensive Army school system that provides military specialty training and professional military education. All Soldiers, including those in the Army National Guard and Army Reserve, have access to this education network.

Generally, Army training can be categorized as institutional training and unit tactical training.

Institutional Training

- **Initial Entry Training.** This includes basic training for enlisted personnel, traditionally known as “boot camp,” a strenuous program in which new recruits learn the organization of the Army, discover the intellectual and physical requirements of being a Soldier and are instilled with the Warrior Ethos: to place the mission first, never accept defeat, never quit and never leave a fallen comrade. Officers similarly undergo such training with OCS, and the lessons—both mental and physical—are part of the curriculum at the Military Academy and in ROTC programs. Warrant officers receive their initial training at the U.S. Army Warrant Officer Career Center.
- **Advanced Individual Training.** Soldiers proceed from Initial Entry Training to courses at an Army branch school or unit to learn skills specific to their assigned career. Officers also attend Advanced Courses at an Army branch school. Each career field has specialized training, and when a Soldier or officer changes

career fields, he or she will “cross-train” by going through another branch school.

- **Professional Military Education.** An ongoing series of courses and schools help develop leadership skills and warfighter knowledge among America’s Soldiers. Schools for NCOs include the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy. Officer courses include Command and General Staff College, the Armed Forces Staff College, the Army War College and the National Defense University (including the National War College, the Industrial College of the Armed Forces and the Joint Forces Staff College). Army officers may also attend U.S. Air Force and Navy schools, or be assigned as exchange students at foreign military schools.
- **Specialty Training.** Officers and NCOs also take career specialty courses throughout their careers to develop technical skills and knowledge necessary for their duties.
- **Military Doctrine.** In addition to skills- and knowledge-based coursework, TRADOC helps the Army formulate warfighting and organizational strategies, called “doctrine.” Doctrine is formulated through scholarship of military techniques and strategies past and present, lessons learned from recent and ongoing campaigns, and experiments with equipment, behaviors and strategic theories.

Unit Tactical Training

Unit tactical training prepares units, individually or in tandem with other units, for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates three combat training centers that provide realistic training in a wide spectrum of environments: the National Training Center (NTC) at Fort Irwin, California; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany. These training centers offer opportunities to apply unit mission skills against well-trained “opposing forces” posing as the enemy.

Exercises that simulate both war and other-than-war operations are another form of unit tactical training. Exercises test and grade a unit's current ability to carry out its missions, giving its Soldiers valuable training and also revealing areas where the unit could improve. These range from "tabletop" exercises that test organizational procedures and preparation to full-scale war games involving other Army units, other U.S. military services and/or other nations' forces.

Support and Infrastructure

For the Army to be ready, responsive and agile, it must have a home base where it can maintain its proficiency and readiness. The Army also must have in place a means to mobilize and move to a theater quickly and completely, and it must have a well-organized and efficient supply network.

Installations

The Army operates bases, camps, posts, stations and other installations worldwide. At these locations, the Army is, effectively, running a city with such municipal services as street maintenance, utilities and sewage. Installations also have family programs and audiovisual and base communication services. Additionally, the Army must run environmental protection services for installations and maintain security—"force protection"—for the property, the equipment, the Soldiers and their families. Army installations' primary purpose is to provide a place where Soldiers train, mobilize and deploy to fight and then to support the forces once they've deployed.

The Army has designated three essential tasks for installations:

- to serve as deployment platforms with capabilities to resupply forward-based and in-theater forces quickly and efficiently;
- to adjust their support functions to meet the needs of the Army at war and in transformation; and
- to support the well-being of all Soldiers and their families.

The last includes Army Community Service, reserve component family programs and a network of support services that directly impact Soldier readiness and retention and help families adapt to military life and all phases of mobilization, deployment and demobilization.

See appendix B for a list of Army installations.

Mobilization

For the Army to fulfill its role in support of the National Security Strategy it must be able to move forces where they are needed when they are needed, and then sustain and support those forces for as long as they are needed. This is called "mobilization." Deploying and sustaining Army forces require these key components:

- a ready, well-trained force;
- available reserve component forces;
- sufficient airlift and sealift (provided by the Air Force and Navy, respectively);
- war reserve stocks (equipment and supplies);
- prepositioned stocks of equipment and materiel located on land bases and afloat in the United States, Hawaii, Korea, Japan, the Middle East and Europe; and
- an adequate industrial base.

Logistics

Logistics encompasses the materiel and services needed to sustain Army forces and military operations. Materiel includes organizational items, such as weapon systems, ammunition, spare parts, fuel and lubricants; and items for individual Soldiers, such as food, water, clothing and personal equipment. Services include maintenance and repair of equipment, construction, medical support and evacuation, and transportation of people, supplies and mail.

Army Materiel Command (AMC) is responsible for the logistical structure that supports the Army's operational forces. This structure includes arsenals, laboratories, ammunition plants and supply and maintenance depots. While the depots repair, refurbish and update existing equipment to

give them longer operational lives, AMC also supports research for modernizing the Army and the development and acquisition of new weapons and other equipment.

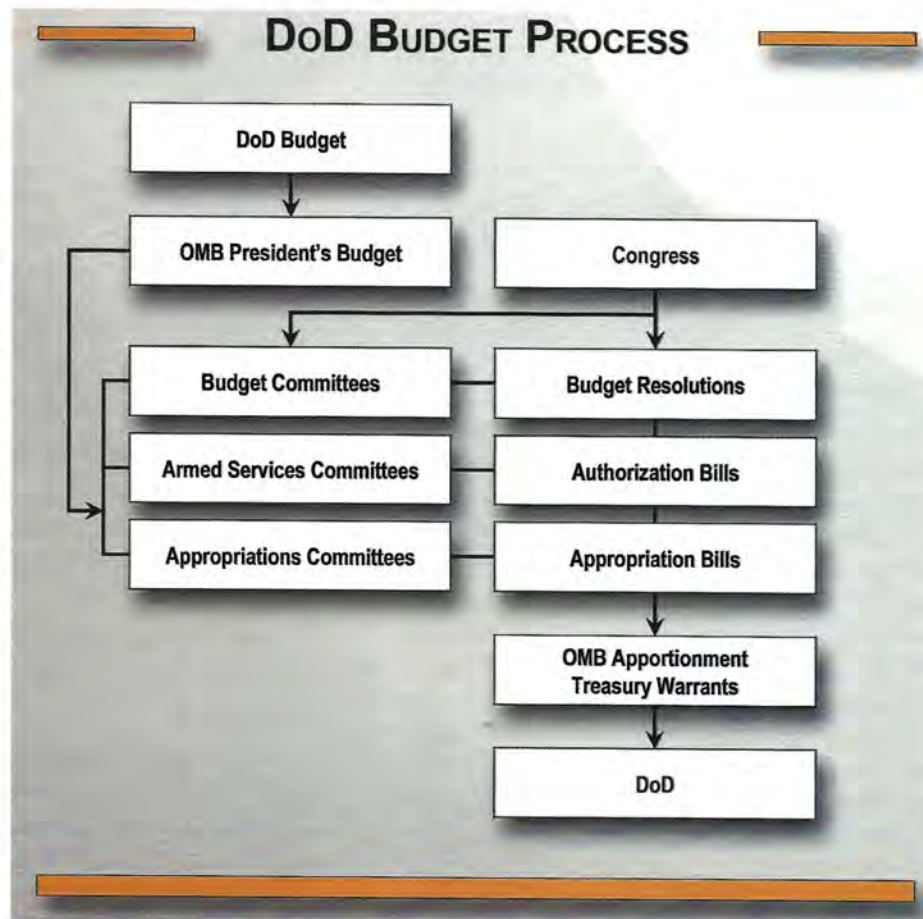
Technology and Modernization

The Army has the challenge not only of modernizing to improve equipment efficiency and survivability, but also of maintaining a technological edge over potential adversaries, preventing a technological surprise from an enemy. Working with civilian contractors as well as operating its own laboratories, the Army is always looking for new technologies and new applications of old technologies that can improve weapon systems, communications, reconnaissance, analysis, transportation and the safety and effectiveness of individual Soldiers.

The Army is developing a program called the Future Combat Systems (FCS), a network of 18 individual systems all connected to the Soldier in the field. By networking with battle command software, communications, computers, intelligence, reconnaissance and surveillance systems along with various supporting fires (from Army or Navy artillery or Army, Air Force or Navy aircraft), rapidly moving armored brigades will be able to draw on all the assets of joint forces in theater to wage battle. This also means fewer troops will be needed per square mile for either defensive or offensive action.

Budget

The Army operates on money appropriated by Congress as part of the federal budget using a Fiscal Year (FY) calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2005 began 1 October 2004 and ends 30 September 2005.



The Army budget process begins with commanders identifying requirements from the staff and field organizations and prioritizing their needs. Using guidance from the President's Office of Management Budget (OMB) and the Department of Defense, the Army puts together a budget proposal which is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the President's Budget submitted to Congress in February. Congress reviews the

budget with the intent of providing appropriation acts to the President before the beginning of the next fiscal year on 1 October. However, if no budget agreement is reached by 1 October, Congress passes Continuing Resolution Acts allowing departments to continue operating within stipulated restrictions.

When the President signs the appropriation acts into law, first the U.S. Treasury, then DoD and next the Army receives the funds. Because the money is provided by appropriation it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five fiscal years. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. During times of crisis and war, the Department of Defense asks Congress for “supplemental funding” to fill the gaps between already appropriated money and the actual costs of operations.

After downward trends in funding through the 1990s—part of the “peace dividend” after the Cold War as the United States reduced the size of its armed forces—defense budgets have been on the rise since the 11 September 2001 terrorist attacks on the United States. Including supplementals, the Army’s budget saw a 25 percent rise from FY 2002 to FY 2003, and another 10 percent rise in the FY 2004 budget.

Useful Websites

- Army
<http://www.army.mil/index.html>
- Army Recruiting
<http://www.goarmy.com/nfindex.jsp>
- Army Reserve Recruiting
<http://www.goarmy.com/reserve/nps/index.jsp>
- Army National Guard Recruiting
<http://www.1800goguard.com/home.html>
- Army Schools
<http://www.army.mil/organization/schools.html>
- Careers in the Military
<http://www.careersinthemilitary.com/index.cfm?fuseaction=services.army>
- Center for Army Lessons Learned
<http://call.army.mil/>
- Civilian Jobs
<http://cpol.army.mil/index.html>
- Headquarters, Department of the Army
<http://www.hqda.army.mil/hqda/>
- Installation Management Agency
<http://www.ima.army.mil/demo/sites/local/>
- Organization
<http://www.army.mil/organization/>
- ROTC
<http://www.goarmy.com/rotc/index.jsp>
- Soldiers Almanac
<http://www4.army.mil/soldiers/almanac2005/>
- Units and Installations
<http://www.army.mil/organization/>
- U.S. Military Academy
<http://www.usma.edu/>
- Warrant Officer Recruiting
<http://www.usarec.army.mil/hq/warrant/>



Chapter 6

Army Families



Army Families

Heroes at Home

The Army family has been the unsung hero of every American conflict since the War of Independence. Though the primary concern of Soldiers in the field has been to accomplish the mission at hand, their thoughts always creep back to their families at home thousands of miles away. Those thoughts have pushed them forward one more day, even against overwhelming odds.

Today's Army is no different. More than half of American Soldiers (51 percent) are married; 46 percent have children. Enjoying a lifestyle most families would consider normal is almost impossible for the Army family because of the Soldier's duties. Deployments, relocations, promotions and training exercises can sometimes place extreme stress on the Army family. When the family is stressed, it impacts the Soldier's overall readiness.

Family well-being is a double-sided issue. On the one hand, the Army strives to create secure environments, wellness programs and many lifestyle opportunities for families. On the other hand, families must have and use all the tools necessary to prepare for and withstand deployments and other interruptive mission duties and, afterward, try to resume a normal routine.

Family Readiness

The Army must be combat ready at all times. Maintaining Army-wide combat readiness starts with the Soldier, who must be physically fit, well-trained in warrior skills and mentally tough. To be mentally tough, a Soldier must focus solely on the

mission. If a Soldier is concerned about his or her family's well-being, that disrupts mission focus and jeopardizes Army-wide combat readiness.

Studies conducted by the Walter Reed Institute and other researchers have shown that family problems lead to troubled Soldiers and poor military performance, whether in field training exercises or actual combat. No commander would want his or her flank covered by a Soldier who is worried about the family back home.

Just as the Army provides its Soldiers with the best equipment possible, the Army does as much as it can to maintain combat readiness through family readiness, too. Family readiness means that Soldiers deploy knowing they have done everything in their power to protect and care for their families during the separation.

One of the largest stressors for Army families is deployment. Though some deployments come with just 48 hours' notice, more and more deployments are set and announced months in advance to give Soldiers and families time to prepare. Even with adequate preparation time, deployment is a hard obstacle for families, whether days long or more than a year, to friendly countries or hostile combat environments. In addition to deployments for real-world missions, Soldiers deploy on field training exercises that can last for weeks.

The number of times an individual Soldier is deployed varies with the nature of his or her unit. Certain support units may deploy 20 to 30 times a year, some combat units may deploy for a year at a time, and other units may deploy only for short-term exercises once a year.

Returning home from a deployment or extended training exercise also can be stressful for both the Soldier and the family. Soldiers and families cannot expect to be separated for so long and have everything return immediately to normal once the family is together again. Sometimes a gradual reintegration is necessary. Families who have been fully prepared before deployment are likely to reintegrate more smoothly.

Army Community Service

The Army has several programs to help families navigate the intersection of their military and civilian lives. Many of these programs fall under the umbrella of the Army Community Service (ACS) Centers found on each Army installation. These centers provide one-on-one help and support to Army families in a variety of areas, including family relations with the unit command, integration into the Army community, deployment readiness, family members with disabilities, employment assistance, family advocacy, financial counseling, relocation and volunteering.

Army Family Action Plan

Created by Army spouses, Army Family Action Plan gathers input from Army families and presents its findings to Army leadership. The process lets Soldiers and their families express what they feel is working and what they see as problems and hopefully come to a resolution.

Army Family Team Building

Understanding that strong families are a bulwark for strong Soldiers, Army Family Team Building (AFTB) is a volunteer organization that provides training and support to spouses and family members to build a better Army-wide community. AFTB's mission is to educate Army families to be self-sufficient leaders within their communities. AFTB currently has 221 active programs worldwide with more than 20,000 volunteers and paid staff, all dedicated to "Connecting Families to the Army . . . One Class at a Time." AFTB has trained more than 4,500 troops in Iraq.

Deployment Readiness

The key to reducing the stress inherent in deployments is to be as informed as possible about what is about to happen. The ACS Deployment Readiness program helps Soldiers and families know what to expect and gives tips for the best ways to prepare through use of the Family Readiness Group (FRG). The FRG is a command-sponsored organization of family members, volunteers and Soldiers who join together to provide mutual support and a communication network among the families, the chain of command and the community.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is a mandatory enrollment program for family members—children or adults—with any physical, emotional, developmental or intellectual disorder that requires special treatment, therapy, education, training or counseling. The program works with military and civilian resources to provide education, medical and personnel support services to member families, helping find local programs and support services as needed. EFMP works hand in hand with state programs and medical facilities.

Employment Readiness

The Army acknowledges that employment for family members is made all the more difficult by frequent moves and the pressures of deployments and other mission duties. ACS therefore has built an Employment Readiness program to help military family members find work. The Employment Readiness portion of ACS can help military families by providing reliable resumé services, employment bulletin boards and training to improve job-seeking skills.

Family Advocacy

Family Advocacy is dedicated to spousal and child abuse prevention within the military family. It is based on a strong network of education, prompt reporting, investigation, intervention and treatment

DEPLOYMENT CHECKLIST

Things to do before deployment . . .

- Powers of attorney (legal and medical)
- Updated Emergency Data Card
- Medical, shot and dental records of entire family
(including pets!!)
- Marriage certificate
- Birth certificates and adoption papers of entire family
- Wills and Living Wills
- Citizenship / Naturalization papers
- Divorce papers
- Death certificates
- Discharge papers
- Passports, Visas
- Copies of Orders
- Leave and Earnings Statements
- Check Identification Card expiration dates



DEPLOYMENT CHECKLIST

(CONTINUED)

Things to do before deployment . . .

- List of next of kin, personal lawyer, trusted friend
(with phone numbers and addresses)
- Inform family on how to contact in case of emergency
- Set up child care contingencies
- Inform next of kin of rights, benefits and assistance available
- Fix problems with cars and household appliances
- Give family tour of house (i.e., fuse box, water heater)
and base (i.e., Army Community Service Center)
- Real Estate documents (leases, mortgages, deeds, etc.)
- List of credit cards, installment contracts and loans with
account numbers (keep secure!!)
- Arrange separate checking / savings accounts
- Set up AAFES Deferred Payment Plan
- Set up family budget
- Allotments
- Federal and State tax returns
- Car title and registration



of the victims of domestic violence. In addition to helping cope with domestic violence, Family Advocacy provides family relationship services, including classes on marriage enrichment, couples communication skills, anger management, crisis intervention, stress management, life after divorce and other relationship issues.

Financial Readiness

The average Soldier earns 5 percent less than his or her civilian counterpart. Without proper money management, this can cause financial hardships. ACS is ready at all times to advise on any monetary issues that may arise for Soldiers and their families. ACS also offers financial readiness conferences and advice on how to balance checkbooks, save money and live on a limited budget.

Relocation Readiness

Relocation is always stressful for families and children, who have to give up everything familiar and move to a new place. Relocation Readiness Services helps reduce stress as much as possible and prepare families by providing extensive coverage on the following topics:

- housing,
- changing schools,
- regional information,
- the move itself,
- youth centers,
- financial assistance for the move, and
- area navigation tools.

Volunteering

Volunteers are found throughout the entire Soldier community, and often volunteers play an integral role in the overall Army mission. Throughout American history, volunteers have served as Minutemen, medics, seamstresses and friends to families of fallen Soldiers. Today, ACS's Army Volunteer Corps can arrange many volunteering opportunities for military families and friends. Many Army and family programs rely

heavily on the dedicated volunteers who give so much of their time. Without volunteers, many Army Family Programs might not exist or would be greatly curtailed.

Army Emergency Relief

Army Emergency Relief (AER) is the Army's own emergency financial assistance organization. For Soldiers and their families who meet certain criteria, AER provides emergency funds through grants and loans to help pay for rent, mortgages, utilities, food, car repairs, auto insurance and emergency travel expenses. AER also offers education assistance programs for Soldiers' children, spouses and college-bound students.

Army OneSource

For Army families, Army OneSource (AOS) is one of the most useful avenues to help and information. AOS provides 24-hour, toll-free information and referral services to active and mobilized reserve component Soldiers, deployed civilians and their families. AOS also provides help in a variety of other areas including:

- parenting and child care,
- education,
- retirement,
- disabilities,
- emotional well-being, and
- addiction and recovery.

Army OneSource is designed to help Soldiers and their families deal with life's little—and sometimes not so little—issues. They are available every hour of every day of the year with master's-level consultants on the phone, in person or online. Contact: 1-800-464-8107 (outside the United States dial 1-800-464-81077).

Morale, Welfare and Recreation

Morale, Welfare and Recreation (MWR) is an official Army network of support and leisure services designed to enhance the lives of Soldiers,

their families, civilian employees and military retirees. MWR operates a wide variety of recreation facilities on military installations: clubs, recreation centers, golf courses, libraries, auto hobby shops, arts and crafts centers, sports and fitness centers, bowling alleys, theaters, shooting ranges, marinas and outdoor recreation rentals. Supplementing these facilities, MWR also provides recreation services, such as crafts classes, fitness classes, sports leagues, and group tour and travel programs. Additionally, MWR runs several lodging locations around the world, from campsites and wilderness cabins to resorts at Walt Disney World in Florida and at Waikiki Beach, Hawaii.

Single Soldiers

Recognizing that single Soldiers need community support services geared especially to unmarried men and women, the Army started Better Opportunities for Single Soldiers (BOSS) to serve as the collective voice for single Soldiers through the chain of command. BOSS grants single Soldiers the opportunity to assist in the planning of recreational events and assists Soldiers interested in performing community-service projects. Currently, the Army has 47 BOSS programs within the continental United States (CONUS) and 46 overseas.

Useful Websites

AUSA

<http://www.ausa.org/>

Armed Services YMCA

<http://www.asymca.org>

Army Air Force Exchange Service (AAFES)

<http://www.aafes.com>

Army Emergency Relief

<http://www.aerhq.org>

Army Entertainment

<http://www.armymwr.com/corporate/programs/entertainment/>

Army Families Online

<http://www.aflo.org/skins/WBLO/home.aspx>

Army Family Advocacy Program (AFAP)

http://www.armycommunityservice.org/vacs_advocacy/home.asp

Army Family Team Building

<http://www.armyfamilyteambuilding.org/skins/AFTB/homelogin.aspx?AllowSSL=true%2ctrue>

Army National Guard Family Readiness Program
http://www.arng.army.mil/soldier_resources/default.asp?id=37

Army Reserve Family Support

<http://www4.army.mil/USAR/families/index.php>

Army OneSource

<http://www.armyonesource.com/>

Army Wives

<http://armywives.com>

Child and Youth Services

<http://www.armymwr.com/portal/family/childandyouth/>

Commissaries

<http://www.commissaries.com>

Community Service

<http://www.armycommunityservice.org/home.asp>

Department of Defense Education Activity

<http://www.dodea.edu/>

Deployment Readiness

http://www.armycommunityservice.org/vacs_deployment/home.asp

eCYBERMISSION

<http://www.army.mil/features/ecybermission/default.htm>

Exceptional Family Members Program

http://www.armycommunityservice.org/vacs_efm/home.asp

Facilities and Housing Directorate

<http://www.hqda.army.mil/acsim/fd/default.shtml>

Family Action Plan

http://www.armycommunityservice.org/vacs_afap/home.asp

Force Stabilization

<https://www.unitmanning.army.mil/>

Homefront

<http://www.militaryhomefront.dod.mil/>

HOOAH 4 Health

<http://www.hooah4health.com/>

Housing

<http://www.housing.army.mil/>

Installation Management Agency

<http://www.ima.army.mil/demo/sites/local/>

Legal Services

<http://www.jagcnet.army.mil/Legal>

Libraries

<http://www.libraries.army.mil/>

Lodging

<http://www.armymwr.com/portal/travel/lodging/>

Military Child Education Coalition

<http://www.militarychild.org/>

Military Family Resource Center

<http://www.mfrc-dodqol.org/>

Military Impacted School Association (MISA)
<http://www.militaryimpactedschoolsassociation.org/>

Military Moves
<http://www.mtmc.army.mil/frontDoor/0,1383,OID=4----,00.html>

Morale, Welfare and Recreation (MWR)
<http://www.armymwr.com/>

MWR Family Page
<http://www.armymwr.com/portal/family/>

National Military Family Association
<http://www.nmfa.org/site/PageServer>

Operation Ready: Family Readiness Handbook (PDF)
<http://trol.redstone.army.mil/acslink/opready/handbook.pdf>

Operation Ready: Family Support Group Advanced Training (PDF)
http://trol.redstone.army.mil/acslink/opready/fsg_adv.pdf

Operation Ready: Family Assistance Center (PDF)
http://trol.redstone.army.mil/acslink/opready/fam_asst.pdf

Operation Ready: Predeployment Ongoing Readiness (PDF)
<http://trol.redstone.army.mil/acslink/opready/ongoing.pdf>

Operation Ready: Postdeployment Homecoming & Reunion (PDF)
<http://trol.redstone.army.mil/acslink/opready/homecoming.pdf>

Outdoor Recreation
<http://www.armymwr.com/corporate/programs/recreation/outdoor.asp>

Recreation Centers
<http://www.armymwr.com/portal/recreation/recreation/>

Red Cross
http://www.redcross.org/services/afes/0,1082,0_321_00.html

Relocation Readiness
http://www.armycommunityservice.org/vacs_relocation/home.asp

Single Soldiers
<http://www.armymwr.com/portal/recreation/single/>

Soldier Support Institute
<http://usassi-www.army.mil/usassi.htm>

Soldiers' Well-Being
<http://www.odcsper.army.mil/default.asp?pageid=84f>

TRICARE
<http://www.tricare.osd.mil/>

USO
http://www.uso.org/pubs/8_13_18.cfm

Volunteering
http://www.armycommunityservice.org/vacs_volunteers/home.asp

Well-Being Liaison Office
<http://www.aflo.org/skins/WBLO/home.aspx>

Worldwide Relocation Information
<https://www.dmdc.osd.mil/appj/sites/index.jsp>



Chapter 7

*Army
On Point*



Army On Point

The Ultimate Public Servant

The American Soldier is a public service worker. At any given moment, service workers—emergency medical technicians, firefighters, police officers—can be called to a neighborhood to protect and aid the public, putting their own personal safety on the line. The difference between Soldiers and other service workers is the size of the neighborhood.

The Soldier is the first and last defense of the United States, and as such is at the forward point of national security. Those points span the globe, with some 260,000 Soldiers serving in 120 countries.

Overseas Basing

The United States Army calls a variety of places “home” as it stations its Soldiers around the world. Although the Department of Defense is currently developing plans to move many forward-based units from overseas installations to U.S. bases, the Army has maintained a large, steady presence in Europe and the Pacific Rim since World War II.

Europe

Germany surrendered on 8 May 1945, ending the European campaign of World War II. From that day forward the United States assumed the duty of administration and control in a portion of the divided German nation. The intent of the United States was to accomplish a cleanup mission and come home, but due to events unfolding in the Cold War, U.S. forces stayed in Europe.

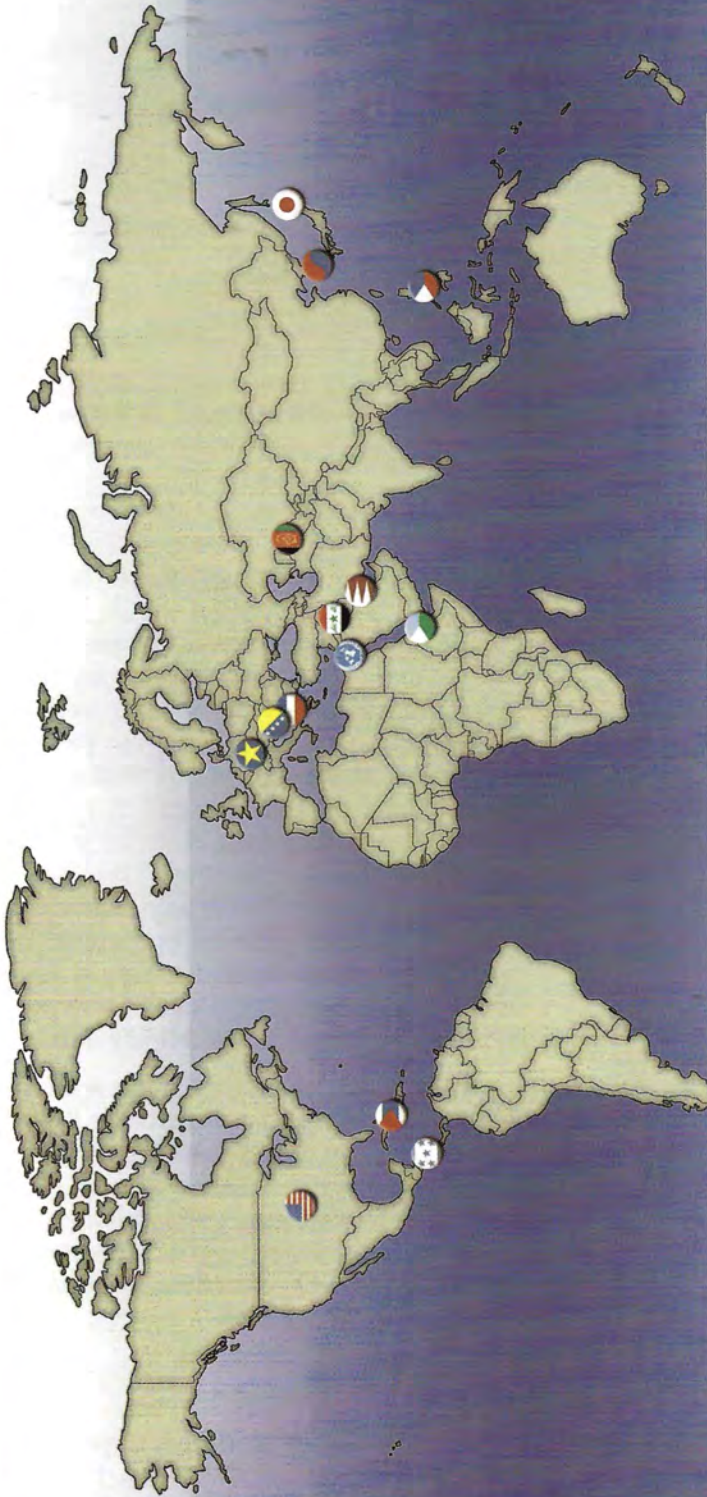
The primary mechanism through which U.S. troops are stationed in Europe is the North Atlantic Treaty Organization (NATO). Formed in 1949 to create a united front against threatened Soviet aggression, NATO provided security and safeguarded its members’ freedom while the continent recovered from the devastation of World War II. The level of cooperation among the member nations’ armed forces created an environment that also led to trusting cooperation among the different governments, giving Europe an unprecedented period of sustained peace for the past 60 years. With the 1989 fall of the Berlin Wall and the lifting of the Iron Curtain at the end of the Cold War, several Eastern European countries joined NATO, which now boasts 26 members. Though NATO was established to deter Soviet aggression, it also has engaged in other military operations, including countering various terrorist groups in Europe and interceding in potentially destabilizing conflicts in the Balkans, Africa and the Middle East.

The U.S. Army assigns forces specifically for NATO in Belgium, Germany, Great Britain, Italy, The Netherlands and Spain. The Army also has several installations—most of them in Germany—serving as forward bases and training centers for troops on U.S. missions and as support stations for Soldiers deployed to operations in the Middle East, Africa and Eastern Europe.

Japan

After the Japanese surrender in August 1945 brought World War II to an end, the U.S. Army remained in Japan as an occupation force. The reconstructed Japanese government, reflecting the

THE ARMY ON POINT



Forward Basing

- ★ Europe
- 🇯🇵 Japan
- 🇰🇷 South Korea

Operations

- 🇦🇫 Afghanistan
- 🇧🇮 Bosnia
- 🇨🇺 Cuba
- 🇩🇯 Djibouti
- 🇭🇷 Honduras
- 🇮🇶 Iraq
- 🇰🇷 Sinai Peninsula
- 🇰🇲 Kosovo
- 🇵🇭 Philippines
- 🇶🇹 Qatar
- 🇺🇸 United States

will of a people sick of war, limited the scope of its own military force, and the United States has since helped provide security for Japan and maintain peace in the region.

Located at Camp Zama (on Honshu, Japan's largest island), U.S. Army Japan (USARJ) has been active since the days of General Douglas MacArthur. USARJ is responsible for conducting bilateral relations between the United States and Japan, providing regional logistics and furthering the mutual defense of Japan. USARJ also provides a forward base for military contingencies in Asia.

South Korea

Though a ceasefire was declared along the 38th Parallel more than 50 years ago, the Korean War has never been officially declared ended. A standoff still exists, and occasionally over the years North Korea has rattled the region's sense of security with threatening actions and statements.

Elements of the U.S. Army have remained in South Korea since the Armistice was signed in 1953. At any given time, approximately 27,000 American Soldiers are stationed in South Korea. Currently, the mission of the United States Forces in Korea (USFK) is to support the United Nations Command and the Republic of Korea in the patrolling of the Demilitarized Zone along the 38th Parallel. USFK also coordinates military assistance to the Republic of Korea.

Qatar

The Middle East has been a volatile region since the breakup of the Ottoman Empire in World War I. The United States, along with other nations, has tried to create stability and security for the region over the past several decades, often involving U.S. military forces. Today, the primary focus of the Global War on Terrorism is against groups such as al Qaeda, based in the Middle East.

Given the high amount of U.S. Army troop movement through the region, the Army has established Camp As-Sayliyah in Doha, Qatar, a small country bordering Saudi Arabia in the Persian Gulf. Camp As-Sayliyah's mission is to conduct

reception, staging, onward movement and integration of forces in the region. It also holds prepositioned combat stock, such as M1A1 Abrams tanks, M2 Bradley fighting vehicles and other armored vehicles, artillery and engineering equipment.

Worldwide Operations

In addition to permanent basing of Soldiers overseas, the U.S. Army takes part in a variety of long-term operations around the world. These missions include combating or deterring threats to the homeland, going to the source of those threats if necessary; providing peacekeeping and stabilization forces in regions racked by war; and providing humanitarian and nation-building assistance. The following operations and task forces are ongoing.

Afghanistan and elsewhere: Operation Enduring Freedom

Operation Enduring Freedom (OEF) launched on 7 October 2001 with the mission to destroy terrorist training camps and the al Qaeda infrastructure within Afghanistan. OEF was also responsible for the capture of al Qaeda leaders and for making clear to Taliban leaders that harboring terrorists is unacceptable in the global neighborhood. OEF also provides humanitarian supplies to the Afghan people who were affected by the Taliban regime. In addition to the reintegration of Afghanistan into the international community, the long-term goals of OEF include the worldwide end of terrorism and the deterrence of state sponsorship of terrorism. As such, U.S. forces have deployed to locations from eastern Africa to the Philippines under OEF.

Bosnia: Task Force Eagle/Stabilization Force

After the devastating civil wars in the former Yugoslavia during the 1990s, which included many atrocities and attempts at ethnic cleansing, fighting in Bosnia and Herzegovina has come to a halt. As part of a NATO effort to stabilize the region, the U.S. Army is helping monitor the militaries of the former warring factions—the Serbs, the Muslims

and the Croats—and providing stability to the shaken country. The task force was inactivated in November 2004 and began rotating home over the winter.

Cuba: **Joint Task Force Guantanamo**

Joint Task Force Guantanamo (JTF-GTMO) conducts detention and interrogation operations to collect and exploit intelligence in support of the Global War on Terrorism. Soldiers at the U.S. base in Cuba coordinate and implement detainee screening operations and support law enforcement and crime investigations. Roughly 1,300 Soldiers serve in JTF-GTMO.

Honduras: **Joint Task Force Bravo**

Established in 1984, Joint Task Force Bravo is the headquarters for U.S. forces and exercise activities at Soto Cano Air Base, Honduras. Under U.S. Southern Command, JTF-Bravo's mission is to

- conduct and support U.S. joint, combined and interagency operations that increase regional security;
- support U.S. interagency operations in coordination with U.S. military and U.S. Embassy country teams;
- support regional humanitarian and civic assistance, disaster relief and contingency missions; and
- plan, coordinate and conduct regional search and rescue operations.

Iraq: **Operation Iraqi Freedom**

On 1 May 2003, President George W. Bush declared the end of major military operations in Iraq. Since then, the United States has remained as a military presence to train the Iraqi army, help protect the elected government from insurgents, rebuild infrastructure that had been destroyed in Operation Desert Storm and Operation Iraqi

Freedom (OIF), provide humanitarian aid to Iraqi civilians, and help restore and maintain the economy in Iraq.

Kosovo: **Task Force Falcon/Operation Joint Guardian**

Located at Camp Bondsteel, Task Force Falcon helps carry out the United States' responsibility for monitoring, verifying and enforcing provisions of the Military Technical Agreement between the International Security Force in Kosovo (KFOR) and the governments of the Federal Republic of Yugoslavia and the Republic of Serbia. The United States also is responsible for providing humanitarian assistance and enforcing basic law and order, then transitioning to a designated civilian agency and helping resume core civil functions.

Sinai Peninsula: **Multinational Force and Observers**

Multinational Force and Observers (MFO) is an organization of 11 countries: Canada, Colombia, Republic of Fiji Islands, France, Hungary, Italy, New Zealand, Norway, the United States and Uruguay. The operation, which began on 25 April 1982, supervises the Egyptian-Israeli Treaty of Peace and aims to prevent violations of the treaty's terms. MFO's duties include the operation of checkpoints, reconnaissance patrols and observation posts along the international boundary separating Egypt and Israel on the Sinai Peninsula. MFO also ensures freedom of travel through the Strait of Tiran. Currently, the United States is in the process of removing troops from the Sinai Peninsula, Egypt and Israel.

United States: **Operation Noble Eagle**

In direct response to the terrorist attacks on the World Trade Center and the Pentagon, President George W. Bush on 15 September 2001 authorized a mobilization of reserve forces for homeland defense and civil support missions. Known as

Operation Noble Eagle, it allows the Secretary of Defense to call up to one million reserve Soldiers, Airmen, Sailors, Marines and Coast Guard members for up to two years of active duty.

Useful Websites

Afghanistan

<http://www.cfc-a.centcom.mil/>

Alaska

<http://www.usarak.army.mil/>

Army

<http://www.army.mil/index.html>

Asia-Pacific (USARPAC)

<http://www.usarpac.army.mil/home.asp>

Belgium

<http://www.80asg.army.mil/sites/local/>

Bosnia

<http://www.tfeagle.army.mil>

Egypt

<http://www.iaw.on.ca/%7Eawoolley/mfo.html>

Eighth U.S. Army

<http://8tharmy.korea.army.mil/>

Europe

<http://www.hqusareur.army.mil/>

Hawaii

<http://www.25idl.army.mil>

Horn of Africa

<http://www.cjtfhoa.centcom.mil/>

Iraq

<http://www.mnf-iraq.com/>

Italy

<http://www.setaf.army.mil>

Japan

<http://www.usarj.army.mil>

Korea

<http://www.korea.army.mil>

Kosovo

<http://www.tffalcon.hqusareur.army.mil/>

Kuwait

<http://www.kuwait.army.mil/>

NATO

<http://www.usanato.army.mil/>

Qatar

<http://www-qa.arcent.army.mil/>

Saudi Arabia

<http://www.arcent.army.mil>

South America

<http://www.southcom.mil/home/>

Units and Installations

<http://www.army.mil/organization/>

U.S. Army Europe (USAREUR)

<http://www.hqusareur.army.mil/>

U.S. Army Pacific (USARPAC)

<http://www.usarpac.army.mil/home.asp>

U.S. Army South (USARSO)

<http://www.usarso.army.mil/>



Chapter 8
*The Future
Army*



The Future Army

Tomorrow's Solutions Today

The United States is at war, and the U.S. Army is conducting operations against an enemy. The Global War on Terrorism (GWOT) could last many years. Meanwhile, the Army must prepare to protect the nation from unforeseen threats in the future.

The Army envisions what it calls the "Future Force," which it aims to field five to 10 years from now. The Future Force combines advanced technologies (such as the Future Combat Systems described in chapter 5) with improved organization and processes (the modular Army discussed in chapter 3) to create a dominant military power that is responsive, deployable, agile, versatile, lethal, survivable and sustainable. The centerpiece of the Future Force remains the Soldier, who will be better networked with other forces and weapons than any combatant in the history of armed warfare. To command such forces the Army is developing a new generation of highly adaptive leaders.

While the Army is developing the Future Force it is simultaneously bringing Future Force capabilities to enhance the effectiveness of the Current Force. One example of a Future Force investment already operating in Iraq is the Stryker Brigade Combat Teams described in chapter 3. The transformation to the modular Army is also under way.

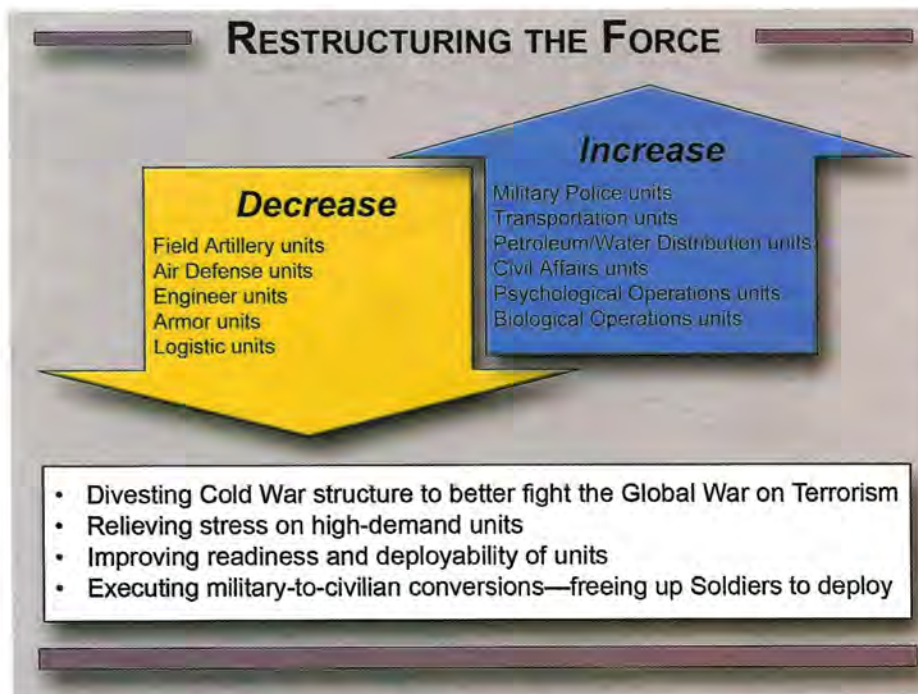
Trends Toward the Future

Here are some trends that will impact the U.S. Army in the near and distant future:

- **Joint interdependence**—Today, the individual military branches in the Department of Defense

are sharing more missions and working together as seamless teams in theater. This trend toward joint operations will continue among military institutions and on the battlefield. The Army will remain the primary landpower force for the United States, but it will become more integrated with the Air Force, Navy and Marine Corps in future battles.

- **Leaner force**—The entire Department of Defense is scaling back the number of its bases around the world, relying on better communications and transportation systems along with unit structures that allow agility to move forces from fewer locations to the full range of hot spots. One intent of the Army's reorganization to a modular structure is to do more with less. Similar lean thinking will be incorporated into a number of functions in the coming years, including equipment maintenance, supply, transportation and weapons acquisitions.
- **Netcentric Battle Management**—Computer and communications technology has advanced rapidly over the past 10 years and shows no signs of slowing down. Today, people can access the Internet and send text, images and sounds digitally from the palms of their hands. Tomorrow, even more efficient versions of that digital technology will be in the hands of all Soldiers, keeping them in touch with all elements of the joint team and providing a view of the whole battlefield.
- **Active/Reserve component balance**—As part of maintaining an all-volunteer force, the Army wants to make sure no mission specialty or



component is stretched too thin. The burden of missions and the number and length of deployments will become more judiciously shared among the Army's active, National Guard and Reserve units and personnel.

- **Leadership Training**—As the Army transforms to a more fluid force it will need more agile leadership. Leaders will continue to emerge through career experience as reflected in a Soldier's promotion through the ranks; but the Army also is looking to instill leadership qualities among all Soldiers at all ranks and grow leaders capable of handling a broader range of responsibilities in a wider array of scenarios and circumstances.
- **Actionable intelligence**—New technology, better interagency cooperation and coordination and an increasing focus on human intelligence will provide commanders and Soldiers a more complete understanding of a battlespace and theater of operations before and during operations. Furthermore, technology will deliver that intelligence directly to the Soldier with optimum accuracy and speed.
- **Payload efficiency**—Scientists and engineers

are developing new fabrics and metals that are strong yet light, flexible yet impenetrable. These modern materials would offer better protection while allowing Soldiers to carry more sustenance and equipment without losing agility, speed or efficiency.

- **Robotics**—Already the Army is successfully using Unmanned Aerial Vehicles (UAVs) and Unmanned Ground Vehicles (UGVs) for both attack and reconnaissance. Use of such robotics in a variety of

missions will expand as technology improves.

- **Simulation training**—The Army has used simulators to train helicopter pilots, tank operators and artillery units for many years. More recently, video game technology has helped train infantry Soldiers in techniques and protocols. With improved video technology and networking, simulation will become a more prevalent form of training, allowing Soldiers anywhere on the globe to network for single training missions in a wide range of scenarios.
- **Enhancement of installations**—The Modular Force emphasizes quick projection of forces abroad rather than stationing large numbers of personnel overseas. Therefore, the Army will be significantly investing in installations to make them effective platforms for force projection as well as thriving communities for Soldiers and their families.
- **Personnel stability**—While a primary purpose for the Army's transformation to a modular force is to improve agility and efficiency, another key aspect of the reorganization is the opportunity to spread deployments over a wider array of units. This will allow units to be placed

on more predictable rotations for deployments. The Army also plans to keep Soldiers assigned to units for longer periods. This will enhance unit cohesion as well as provide more stability by allowing Soldiers and their families to plant deeper roots in their local communities.

Someday the United States may once again stand up to a single nation's powerful, uniformed force and engage in conventional warfare. The Army is prepared for that eventuality. The enemy in the GWOT, however, is not a nation but non-state organizations using terrorist tactics to wage war, striking anyplace at anytime and retreating by blending into civilian populations. The Army is transforming to better combat this type of enemy, too. In the future the United States may face an even more elusive, nonconventional foe than it is encountering now. The Army is preparing for that eventuality, as well. No matter from whom, what or where a threat to the United States may emerge, the Army must be ready whenever it may occur.

An Ever-emerging Army

As the world has changed and new threats to U.S. security have emerged, the Army has always adapted to keep ahead of those changes and meet any threat. That is one thing the future Army will have in common with today's Army and with the Army that General George Washington commanded at Valley Forge: a well-prepared, highly adaptable force consisting of the best-trained and most dedicated Soldiers in the world.

Useful Websites

Army

<http://www.army.mil/index.html>

Army Campaign Plan

<http://www.army.mil/thewayahead/acp.html>

Army Center of Military History

<http://www.army.mil/cmh-pg/>

Army Historical Foundation

<http://www.armyhistory.org/>

Army Knowledge Online

<http://www.army.mil/ako/>

AUSA's ARMY magazine

<http://www.ausa.org/>

AUSA's Institute of Land Warfare

<http://www.ausa.org/ilw>

Focus

<http://www.army.mil/thewayahead/focus.html>

Force Stabilization

<https://www.unitmanning.army.mil/>

Future Combat Systems

<http://www.army.mil/fcs>

Hot Topics

<http://www.army.mil/soldiers/HotTopics/hottopics.html>

Joint and Expeditionary Capabilities paper

<http://www.army.mil/jec/>

Joint Training

http://www.jfcom.mil/about/abt_j7.htm

Lessons Learned

<http://call.army.mil/>

Posture Statement

<http://www.army.mil/aps/>

Vision

<http://www.army.mil/thewayahead/foreword.html>



Appendixes

Appendix A: Army Major Commands (MACOMs)

Functional MACOMs

U.S. Army Corps of Engineers (USACE)

Headquarters: Washington, D.C.

Website: <http://www.usace.army.mil/>

People: 416 active duty and 33,217 civilians

Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peace and in the Global War on Terrorism.

Activities: The Corps' military program includes construction of Army and Air Force facilities, installation support, contingency support, base realignment and closure activities, environmental restoration, strategic mobility and international activities in 91 countries. USACE provides real estate acquisition, management and disposal services for the Army and Air Force. The command's civil works program includes navigation, flood control, environmental protection, disaster response, hydropower, recreation and other missions.



The USACE research and development community supports military operations and civil disaster relief operations with an array of technical products and services as well as reachback to the laboratories through a tele-engineering operations

center. USACE supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation's primary engineering agency.

Directly supporting the Global War on Terrorism (GWOT) in Iraq are more than 490 USACE Soldiers and civilians. Construction has started on more than 1,500 projects valued at more than \$4.3 billion. These projects employ more than 138,000 Iraqis. More than 40 training centers, military bases and police and fire stations are being built across the country, and work is under way to rehabilitate or build more than 500 schools and 52 clinics. In Afghanistan, approximately 150 USACE personnel are working to reform the security sector and military construction for coalition forces. Mid-to long-range plans involve capacity building, which includes building roads, clinics and schools and developing water and power infrastructure in conjunction with the U.S. Agency for International Development (USAID). USACE also is continuing construction of facilities for the Afghan National Army and Afghan Police, who directly support that nation's stability.

In the United States and its territories, USACE has repeatedly demonstrated an impressive capability for supporting emergency responses to floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced more than 8,500 miles of flood control levees. The Corps'

maintenance of navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. The value of foreign commerce handled at U.S. ports is \$851 billion. By providing engineering and problem-solving expertise to federal agencies, to state and local governments and to friendly nations, USACE continues its tradition of service to the United States and the Army.

U.S. Army Criminal Investigation Command (CID)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.cid.army.mil/>

People: 1,130 active duty, 88 Army National Guard, 562 Army Reserve and 543 civilians

Mission: CID investigates felony violations of the Uniform Code of Military Justice (UCMJ) and other criminal provisions of the U.S. Code in which the Army has an interest. The command supports field commanders and communities in solving major and violent crimes and also provides protective services for senior Department of Defense and Army leaders.



Activities: As the Army's primary provider of criminal and counternarcotics investigations, CID operates a forensic laboratory, criminal records repository and procurement fraud unit. It solves crimes, assesses the potential for crime and prevents felony crimes against the Army and its Soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services and war crimes investigations. Using modern investigative techniques, equipment and systems, CID handles criminal activity at every level of the Army throughout the world. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a U.S. attorney as appropriate.

U.S. Army Forces Command (FORSCOM)

Headquarters: Fort McPherson, Georgia

Website: <http://www.forscom.army.mil>

People: 193,551 active duty, 356,628 Army National Guard (upon mobilization), 179,466 Army Reserve (upon mobilization) and 26,973 civilians

Mission: FORSCOM trains, mobilizes, deploys, sustains, transforms and reconstitutes combat-ready forces for operations in joint, multinational and interagency environments. FORSCOM also has responsibility for homeland defense operations by assisting local, state and federal agencies during natural and man-made disasters, providing chemical defense training, and supporting counternarcotic operations.



Activities: FORSCOM is the Army's largest major command and the Army component to U.S. Joint Forces Command (JFCOM). As such, it commands or provides training readiness oversight to the bulk of the Army's operational force. FORSCOM Soldiers and units are deployed in more than 30 nations, executing myriad operations such as fighting the GWOT, conducting stability operations in Iraq and throughout South America, and securing the peace in Afghanistan and the Balkans.

As the Army's primary provider of forces, FORSCOM is currently executing the nation's largest mobilization and demobilization since the Korean War. While preparing units for combat, FORSCOM is also transforming active and reserve forces into modular and more lethal brigade combat units to better meet operational requirements. FORSCOM also provides support to U.S. Army South and Third U.S. Army; these subordinate commands accomplish unique missions in support of their combatant commanders, U.S. Southern Command and U.S. Northern Command, respectively. FORSCOM also supports U.S. Northern Command's homeland defense mission by protecting key national assets and critical infrastructure, supporting counternarcotic operations and assisting in civil defense and response to

terrorist attacks at home. FORSCOM is America's federal emergency response force, helping civilian authorities prevent loss of life and relieve suffering during emergencies and natural disasters.

As JFCOM's Army component, FORSCOM is the global land force provider, maintaining global visibility of conventional land forces and developing force recommendations for operational uses of Army assets worldwide. FORSCOM also supports JFCOM's transformation, force provider and joint training missions and ensures that JFCOM's joint integration, interoperability and doctrine development requirements are supported.

FORSCOM accomplishes its mission and many roles through multiple major subordinate commands. Three active Army corps—I Corps at Fort Lewis, Washington, III Corps at Fort Hood, Texas, and XVIII Airborne Corps at Fort Bragg, North Carolina—command, train and provide the bulk of FORSCOM's combat-ready, active forces. Each corps focuses on a specific theater of operations, but all are ready for crisis response anywhere. Two Continental United States Armies (CONUSAs) are highly specialized teams of active Army, Army National Guard and Army Reserve Soldiers and units, as well as Department of Army civilians. The CONUSAs—First U.S. Army at Fort Gillem, Georgia, and Fifth U.S. Army at Fort Sam Houston, Texas—have a threefold mission: overseas training, training support and training readiness of all conventional Army National Guard and Army Reserve units within their geographic areas; executing mobilization; and conducting or supporting homeland defense and security.

Another major subordinate command of FORSCOM is the U.S. Army Reserve Command (USARC). USARC is responsible for the operations, personnel, training, readiness, equipment and funding for all conventional Army Reserve units in the United States. USARC units are part of the federal force and make their primary contribution to FORSCOM combat power in combat support and combat service support specialties, such as medical, civil affairs, transportation, maintenance and supply. Many Army Reserve units are designated to deploy quickly for contingency operations worldwide.

Finally, FORSCOM, through its combat training centers (CTCs), continues to prepare current and future Soldiers and leaders to execute Army doctrine across the full spectrum of warfare while operating with other services, the military forces of other nations, and other agencies within the U.S. government. These training centers include the Battle Command Training Program at Fort Leavenworth, Kansas, the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, and the National Training Center (NTC) at Fort Irwin, California. All three present training scenarios constantly updated to reflect changing battlefield conditions and incorporate lessons learned. In all scenarios, Soldiers and leaders are presented with complex, cross-cultural challenges by large numbers of role players who act as both combatants and foreign citizens. NTC and JRTC are building extensive urban combat landscapes and cave and tunnel complexes to simulate current and potential wartime environments. As the Army transforms to a modular force, the CTCs will improve their ability to export real-world training experiences to home stations, thereby reducing deployments for training.

U.S. Army Intelligence and Security Command (INSCOM)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.inscom.army.mil/>

People: 8,500 active duty and 2,500 civilians

Mission: INSCOM conducts dominant intelligence, security and information operations for military commanders and national decisionmakers. Charged to provide the warfighter with seamless intelligence needed to understand the battlefield and focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. These include intelligence preparation of the battlefield, analysis of situation development, signals intelligence analysis, measurements and signatures intelligence,



imagery intelligence, human intelligence, and science and technology intelligence production and dissemination. Additionally, INSCOM has major responsibilities in counterintelligence and force protection, electronic and information warfare, and support to force modernization and training.

Activities: INSCOM is a global command with three brigades that tailor support to the specific needs of different theaters. Ten other groups and activities focus primarily on single intelligence disciplines or functions. They are available in a reinforcing role, enabling any combatant commander to use INSCOM's full range of unique capabilities. INSCOM supports Army missions worldwide with units stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support INSCOM's mission.

U.S. Army Materiel Command (AMC)

Headquarters: Fort Belvoir, Virginia

Website: <http://www.amc.army.mil/>

People: 1,016 active duty, 235 Army Reserve and 50,230 civilians

Mission: AMC is the Army's premier provider of materiel readiness—technology, materiel development, acquisition support, logistics power projection and sustainment—to the total force and across the spectrum of joint military operations. As the place where technology, acquisition and logistics are integrated to assure readiness for today and tomorrow, AMC is helping make the Army more responsive, deployable, versatile, lethal, survivable and sustainable. From beans to bullets, helmets to helicopters, spare parts to spare ribs, AMC touches every Soldier every day. If a Soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it.

Activities: AMC operates research, development and engineering centers, the Army Research Laboratory, depots, arsenals and ammunition plants, and maintains the Army's prepositioned



stocks, both on land and afloat. The command also serves as the DoD Executive Agent for chemical weapons stockpile and conventional ammunition. To develop, buy and maintain materiel, AMC works with program executive officers, the Army Acquisition Executive, industry, academia, the other services and other government agencies.

The command's main effort is to achieve the development, support and sustainment of the Future Force in this decade. At the same time, AMC supports, sustains and recapitalizes the Current Force. Its depots restore weapon systems as the Army moves to full transformation. The command's overhaul and modernization efforts are enhancing and upgrading major weapon systems—not just making them like new, but inserting technology to make them better and more reliable.

AMC handles diverse missions that reach far beyond the Army. For example, AMC manages the multibillion-dollar business of selling Army equipment and services to U.S. friends and allies and negotiates and implements agreements for coproduction of U.S. weapon systems by foreign nations. AMC also provides numerous acquisition and logistics services to the other military services and many other government agencies.

AMC has 149 locations worldwide in 40 states and 38 countries.

U.S. Army Medical Command (MEDCOM)

Headquarters: Fort Sam Houston, Texas

Website: <http://www.armymedicine.army.mil>

People: 54,292 active duty and 28,251 civilians

Mission: MEDCOM provides direction and planning for Army health care services in conjunction with the Office of the Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. The mission has three components:



- Project and sustain—ensure that deploying military forces are in a state of optimal health and fitness and equipped to protect themselves from disease and injury;
- Train, equip and deploy—ensure that deploying medical units are capable of supporting the medical requirements of the deployed forces under any contingency;
- Manage and promote health—provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

Activities: MEDCOM is led by the Army Surgeon General, who has the dual responsibility of advising the Army's leaders on health matters (the Surgeon General's job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. MEDCOM includes the Army's fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire DoD. The command also provides trained medical specialists to the Army's combat medical units, which are assigned directly to combatant commanders.

Soldiers are not the only ones who benefit from the work of Army medicine. MEDCOM benefits the American people as a whole in many ways:

- MEDCOM enhances the Army's ability to defend the nation and its vital interests;
- Army medical research has played a major role in the progress of public health and medical science;
- Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army; and
- Army medical Soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command (SMDC/ARSTRAT)

Headquarters: Arlington, Virginia

Website: <http://www.smdc.army.mil/>

People: 733 active duty and 1,146 civilians

Mission: SMDC/ARSTRAT provides space and missile defense capabilities for the warfighter and the nation by

- command and control of Army space forces;
- command and control of the Army's national missile defenses;
- command and control of Army Computer Network Operation (CNO) forces;
- serving as the Army proponent for space and ground-based missile defense;
- articulating Army requirements for joint space and missile defense programs;
- integrating operational Theater Missile Defense (TMD) for the Army and acting as the Army advocate for specific TMD programs;
- developing technology, experimenting, testing and fielding assigned space and missile defense systems; and
- operating national test and range facilities at U.S. Army Kwajalein Atoll and the High Energy Laser Systems Test Facility.



Activities: SMDC is the Army component of the U.S. Strategic Command (STRATCOM) with responsibilities that include space operations, information operations, global strike, integrated missile defense, and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR).

The 1st Space Brigade in Colorado Springs, Colorado, conducts space operations to enable delivery of decisive combat power. The brigade's 1st Satellite Control Battalion provides assured communications for command and control, critical

intelligence, video teleconferences and logistics. The battalion's Theater Missile Warning Company operates Joint Tactical Ground Stations (JTAGS) that provide deployed U.S. forces worldwide early warning of missile launches. The battalion's Army Space Support Company provides capabilities, expertise and products in the planning and execution of the full spectrum of operations.

The 100th Missile Defense Brigade (Ground-based Midcourse Defense, or GMD), Colorado Army National Guard, oversees the GMD system. The 49th Missile Defense Battalion, supported by the Alaska Army National Guard, operates the GMD fire control network, provides operational control over the interceptors at Fort Greely, Alaska, and ensures security for systems deployed there.

SMDC manages the Army's astronauts in the NASA Astronaut Detachment at Johnson Space Center in Houston, Texas. SMDC is also the Army proponent for space operations officers.

The Technical Center (TC) in Huntsville, Alabama, is the research and development element of the command, performing directed energy, space and missile defense research and development. TC also works with the Missile Defense Agency to develop missile defense technologies for the nation and is SMDC's lead organization and executing agent for developmental and operational test and evaluation at the following test facilities:

- the High Energy Laser Systems Test Facility (HELSTF) at White Sands Missile Range, New Mexico, which serves as a national center for high-energy laser research, development, testing and evaluation and is the only laser facility capable of placing continuous wave megawatt laser light on a variety of targets;
- the U.S. Army Kwajalein Atoll/Ronald Reagan Ballistic Missile Defense Test Site, featuring a unique geographical location in the central Pacific and an unmatched suite of radars, instrumentation and test support facilities offering extensive flexibility for ballistic missile testing and space-object tracking.

The Future Warfare Center (FWC), with operations in Huntsville, Colorado Springs and

Arlington, develops the Army's space and missile defense doctrine and concepts, validates requirements and ensures their Army-wide integration. The FWC rapidly moves innovations for space, missile defense, C4ISR and information operations to the warfighter through prototype development, experimentation, war games, analytical assessments, and model and simulation development. Additional services provided by the FWC include managing high-performance computer centers, threat scenario design, command and control engineering and Advanced Concept Technology Demonstration (ACTD) management.

The Technical Interoperability and Matrix Center (TIMC) in Huntsville integrates technical and operational requirements with materiel developers, improves interoperability for joint and coalition warfighters, and advances space and integrated air and missile defense. TIMC also oversees colocated employees.

U.S. Army Special Operations Command (USASOC)

Headquarters: Fort Bragg, North Carolina

Website: <http://www.soc.mil/>

People: 13,300 active duty, 3,400 Army National Guard, 8,300 Army Reserve and 950 civilians

Mission: USASOC is the Army component of U.S. Special Operations Command (USSOCOM). It organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army Special Operations forces (SOF) to conduct worldwide special operations across the range of military missions in support of combatant commanders, U.S. ambassadors and other agencies as directed. USASOC develops unique special operations doctrine, tactics, techniques, procedures and materiel in coordination with the U.S. Army Training and Doctrine Command (TRADOC), the U.S. Army Materiel Command (AMC) and USSOCOM.



Activities: Army special operations forces comprise Special Forces (SF), Ranger, psychological operations (PSYOP), civil affairs (CA), special operations aviation (SOA) and headquarters units. Special Forces Command exercises command and control over five active SF groups and training oversight of two Army National Guard SF groups:

- **75th Ranger Regiment.** Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. Rangers conduct a wide range of diverse operations including airborne and air assaults, mounted infiltrations behind enemy lines, complex urban raids and rescue operations. Rangers can infiltrate by land, by sea or by air.
- **160th Special Operations Aviation Regiment (SOAR).** The 160th SOAR is a unique unit providing support to SOF worldwide with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.
- **U.S. Army Special Operations Support Command (Airborne).** This command provides command and control organization for signal, support and materiel management. It also maintains a dedicated, regionally oriented coordination and liaison base to provide combat and health services and communications planning in support of all Army SOF units.
- **U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the twofold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this organization conducts training courses for SF, CA, PSYOP and foreign officers, as well as training for survival, evasion, resistance and escape. It also is responsible for developing doctrine and new equipment for Army SOF.
- **U.S. Army Civil Affairs & Psychological Operations Command.** The civil affairs forces, 97 percent of them currently in the Army Reserve, consist of three CA commands and eight brigades. CA units are designed to

prevent civilian interference with tactical operations, to assist commanders in discharging their responsibilities toward civilian populations, and to provide liaison with civilian government agencies. Psychological operations forces are currently organized into one active and two Army Reserve groups. They disseminate truthful information to foreign audiences in support of U.S. goals and objectives. PSYOP units accomplish their mission by circulating messages in the form of leaflets, posters, broadcasts and audiovisual tapes. Each unit has its own intelligence and audiovisual specialists.

U.S. Army Training and Doctrine Command (TRADOC)

Headquarters: Fort Monroe, Virginia

Website: <http://www.tradoc.army.mil/index.html>

People: 41,996 military and 12,969 civilians

Mission: TRADOC recruits, trains and educates the Army's Soldiers, develops leaders, supports training in units, develops doctrine, establishes standards and builds the future Army.

Activities: The command operates 33 schools and centers at 16 Army installations. TRADOC schools encompass 1,753 courses; 9,141 instructors; 328,918 Soldiers trained; 25,059 other U.S. service personnel trained; 6,165 non-U.S. soldiers trained; and 27,816 non-military trained.

TRADOC pursues several priorities:

- **Accessions:** TRADOC recruits young men and women to be Soldiers who serve as the centerpiece of the Army's formation and readiness. Once Soldiers enter, TRADOC ensures a smooth transition into the ranks, imbuing Army values and the Warrior Ethos, instilling discipline and providing the necessary skills needed to immediately contribute to their first unit of assignment. All Soldiers are trained to be "Warriors First."



- **Training and leader development:** Training is TRADOC's primary mission. The command establishes the standards and requirements for training and leader development for the Army. It instills the Warrior Ethos in Soldiers throughout all levels of training (Initial Entry Training, Leader Development Schools and Combat Training Centers) by increasing the rigor and relevance of the tasks. TRADOC develops competent and adaptive leaders while ensuring currency in Army doctrine.
- **Innovation:** TRADOC is an open-minded organization that welcomes new ideas, fosters innovation, seeks collaboration and embraces change where it makes sense.
- **Jointness:** TRADOC remains firmly connected to the joint community in all it does. Its doctrine, combat and training development, and experimentation program are fully nested in the joint environment.
- **Future Force:** TRADOC builds the Army of the future. Quality forces must have quality training and quality equipment. Transforming the Army, and achieving irreversible momentum toward that end, is an imperative.
- **People:** Above all, TRADOC remains committed to its Soldiers, civilians and families. Through action it will remain directly involved in ensuring their well-being. People are the bedrock upon which the Army is built. Without them, the best technology in the world is all for naught.

U.S. Military Surface Deployment and Distribution Command (SDDC)

Headquarters: Alexandria, Virginia

Website: <http://www.sddc.army.mil/>

People: 1,991 civilians, Soldiers, Sailors, Airmen and Marines authorized for FY 2005 and 2,800 Reservists

Mission: SDDC provides global surface deployment command and control and distribution operations to meet national security objectives in peace and war. SDDC is the armed forces' single

surface deployment and distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.

Activities: In January 2004 the Military Traffic Management Command was redesignated the Military Surface Deployment and Distribution Command. It provides surface deployment command and control and distribution operations for DoD. Major subordinate commands include the Operations Center at Fort Eustis, Virginia; Transportation Engineering Agency in Newport News, Virginia; 599th Transportation Group in Oahu, Hawaii; 598th Transportation Group in Rotterdam, Netherlands; 597th Transportation Group in Sunny Point, North Carolina; and 595th Transportation Group in Kuwait.



Regional MACOMs

8th U.S. Army

Headquarters: Yongsan (Seoul), Korea

Website: <http://8tharmy.korea.army.mil>

People: 24,815 active duty and 8,428 civilians

Mission: The 8th U.S. Army, as an Army Service Component Command (ASCC), supports the maintenance of the Armistice and deterrence of North Korean aggression against the Republic of Korea by providing forces and executing ASCC responsibilities for joint and combined forces. If deterrence fails, 8th U.S. Army conducts Army Forces (ARFOR) Noncombatant Evacuation Operations and force generation and sustainment operations to support the United Nations Command/Combined Forces Command campaign plan. On order, 8th U.S. Army conducts ARFOR redeployment operations. The 8th U.S. Army is transforming with the rest of the Army into



modular, brigade-centric organizations while consolidating its footprint on the Korean Peninsula. Now serving under the conditions set by the Armistice Treaty that ended the Korean War, its “ready to fight tonight” environment makes the 8th U.S. Army the premier battle lab for high-intensity conflict in the Army today.

U.S. Army Europe (USAREUR)

Headquarters: Heidelberg, Germany

Website: <http://www.hqusareur.army.mil>

People: 63,850 active duty, 320 Army Reserve, 2,840 civilians and 4,400 local nationals

Mission: USAREUR is the Army’s largest forward-deployed and strategically positioned power-projection force. The command is charged with leading joint and combined forces in support of the combatant commander and demonstrating national resolve and strategic leadership by assuring stability and security. To accomplish this responsibility, USAREUR has embraced a culture of rapid deployability, flexibility and agility while transforming to field the Army’s newest formations. USAREUR has incorporated expeditionary operations at all levels and provides expeditionary training to forces deployed to forward operating locations while providing secure sanctuary for rear operations and the families of deployed forces.

Activities: USAREUR executes its missions in 91 countries on three continents, partnering with NATO allies and emerging democracies. The command is fully engaged in fighting and winning the Global War on Terrorism with more than 50,000 of USAREUR’s 63,000 Soldiers having served in Iraq or Afghanistan. During a six-week period USAREUR successfully deployed more than 15,000 Soldiers to Iraq while simultaneously redeploying 15,000 Soldiers in Iraq back to their home bases. One of the largest and most successful troop movements since World War II, it demonstrated the



command’s ability to operate strategic sustainment bases for forces exiting or transiting the USAREUR theater.

U.S. Army Military District of Washington (MDW)

Headquarters: Fort McNair, Washington, D.C.

Website: <http://www.mdw.army.mil/>

People: 2,367 active duty and 424 civilians

Mission: MDW is the core element of the Joint Force Headquarters-National Capital Region, which, in times of need, activates a Joint Task Force under command of the MDW commander. MDW implements contingency plans in response to crisis, disaster or other security issues in the National Capital Region. Additionally, MDW provides several specialized support missions, such as personal property shipping for the region, rotary-wing airlift and operation of the Arlington National Cemetery. MDW conducts official ceremonies, locally and worldwide, on behalf of the nation’s civilian and military leaders. If the ceremonies involve sister services, they may be planned and executed through the joint headquarters/task force arrangement under U.S. Northern Command. The MDW commander is senior mission commander for Army installations from Fort A. P. Hill, Virginia, to Fort Hamilton, New York, and is convening authority for courts-martial for Army personnel assigned to the region.



Activities: MDW is the home of the Army’s official ceremonial units, the 3d U.S. Infantry (The Old Guard) and The U.S. Army Band, “Pershing’s Own.” Soldiers of these units represent the Army and the nation thousands of times each year, from graveside military honors and wreath ceremonies at the Tomb of the Unknowns to state-visit arrival and departure ceremonies, state funerals and presidential inaugurations. The Old Guard has major homeland defense responsibilities, as well, providing

the most immediate land force component available to the region during crisis. Both the Old Guard and the Band went operational on 11 September 2001 when the Pentagon was attacked, as did other elements of MDW, notably the 12th Aviation Brigade and the MDW Engineer Company, which performs collapsed-building search and rescue operations. The command's community outreach efforts attract visitors and residents alike to such events as Twilight Tattoo and Spirit of America, band concerts and recitals, parades and sporting contests. MDW produces the Army Ten-Miler every October in conjunction with the Association of the United States Army's Annual Meeting, and in the meeting's opening ceremonies dramatically portrays the Army spirit with a taste of what audiences see in MDW's Spirit of America arena production.

U.S. Army Pacific (USARPAC)

Headquarters: Fort Shafter, Hawaii

Website: <http://www.usarpac.army.mil/home.asp>

People: 24,658 active duty, 5,540 Army National Guard, 2,753 Army Reserve and 1,227 civilians

Mission: USARPAC is the Army component of U.S. Pacific Command (PACOM) providing trained and ready forces to the PACOM commander that ensure successful crisis response or decisive victory in support of regional stability and security operations. The USARPAC area of responsibility covers more than half of the earth's surface. While the command's primary focus is the Asia-Pacific region, many USARPAC Soldiers are currently deployed to Iraq and Afghanistan. Additionally, PACOM has designated the USARPAC commander as the Joint Task Force Homeland Defense (JTF-HD) commander charged with defending against terrorist attacks in the Pacific. JTF-HD protects military installations and critical infrastructure and provides defense support to civil authorities protecting U.S. populations, the homeland, U.S.



territories and protectorates. The JTF-HD mission includes focusing on situational awareness and providing critical support for military and civil authorities in times of national need. USARPAC also oversees, evaluates and supports the Army National Guard in Hawaii, Alaska and Guam and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska.

Activities: On an average day in 2004, USARPAC had more than 14,000 Soldiers deployed to 18 locations conducting 19 different operations. These included operations in Iraq and Afghanistan in support of the GWOT, counterterrorism operations in the Philippines, peacekeeping operations in Kosovo and several Theater Security Cooperation Program exercises throughout the Pacific region. USARPAC Soldiers and civilian personnel also supported numerous operations and exercises. As of January 2005, 14,747 USARPAC Soldiers and Department of the Army civilians were engaged in 20 nations, participating in 32 operations throughout the Asia-Pacific theater, the United States and other nations.

U.S. Army South (USARSO)

Headquarters: Fort Sam Houston, Texas

Website: <http://www.usarso.army.mil/>

People: 363 military and 141 civilians

Mission: USARSO is the Army Service Component Command of U.S. Southern Command (SOUTHCOM) in Miami, Florida. As such, this command executes all Army operations within SOUTHCOM's area of responsibility. USARSO is, furthermore, a major subordinate command of U.S. Army Forces Command (FORSCOM) at Fort McPherson, Georgia. Building regional cooperative security is the major theme guiding USARSO. In implementing the SOUTHCOM combatant commander's strategy, USARSO contributes to increasing cooperation



throughout Central and South America and the Caribbean by planning and executing multilateral exercises fostering military-to-military engagement. USARSO relies heavily on Army National Guard and Army Reserve forces to execute a security cooperation program of humanitarian and civic assistance exercises and activities throughout the region. USARSO also supports military groups at U.S. embassies in the region.

Activities: In March 2004, USARSO played a vital support role during Operation Secure Tomorrow, Combined Joint Task Force–Haiti. Eighty USARSO Soldiers provided logistical, communication, operations, intelligence and public affairs support to the task force until the United Nations Stabilization Mission in Haiti assumed responsibility on 1 June 2004.

Each year, USARSO plans and executes two New Horizons exercises using Army National Guard and Army Reserve units to help build schools, medical clinics and roads in the region. USARSO also conducts two peacekeeping operation exercises every year, numerous medical readiness exercises, a humanitarian allied force exercise and other exchanges, seminars and visits. The theater security cooperation program is designed to promote democracy and stability in the region. Threats to democracy and stability include organized crime, international terrorism, environmental concerns, illegal migration, demining and problems associated with uncontrolled demobilization of military and paramilitary forces. Challenges to democracy and stability grow more complex as the region's illegal trafficking of narcotics, arms and people increases.

Appendix B

U.S. Army Installations

This list of U.S. Army posts, categorized by state and country, includes the nearest community, the post's website, the commercial phone number for the main operator and the Defense Switched Network (DSN) phone number for the main operator (calls to the DSN number must be made from a DSN phone).

Alabama

Anniston Army Depot

Anniston
<http://www.anad.army.mil/>
 256-235-7501 (DSN: 571-1110)

Fort McClellan

Anniston
<http://www.mcclellan.army.mil/>
 256-847-4102 (DSN: 363-7470)

Fort Rucker

Daleville
<http://www.rucker.army.mil/>
 334-255-1030 (DSN: 558-1110)

Redstone Arsenal

Huntsville
<http://www.garrison.redstone.army.mil/>
 256-876-2151 (DSN: 746-0011)

Alaska

Fort Greely

Delta Junction
<http://www.usarak.army.mil/greely/>
 907-873-1110 (DSN: 317-873-1110)

Fort Richardson

Anchorage
<http://www.usarak.army.mil/garrison/sites/local/>
 907-384-1110 (DSN: 317-384-1110)

Fort Wainwright

Fairbanks
<http://www.wainwright.army.mil/>
 907-353-1110 (DSN: 317-353-1110)

Arizona

Camp Navajo

Bellefont
<http://www.camp-navajo.org/>
 928-773-3201 (DSN: 853-2301)

Fort Huachuca

Sierra Vista
<http://huachuca-www.army.mil/>
 520-538-7111 (DSN: 879-7111)

Yuma Proving Ground

Yuma
<http://www.yuma.army.mil/>
 928-328-2151 (DSN: 899-2151)

Arkansas

Pine Bluff Arsenal

Pine Bluff
<http://www.pba.army.mil/>
 870-540-3000 (DSN: 966-3000)

California

Camp Roberts

Paso Robles
<http://www.calguard.ca.gov/cprbts/>
805-238-3100 (DSN: 949-8000)

Fort Hunter Liggett

King City
<http://www.liggett.army.mil/>
831-386-3000 (DSN: 686-2505)

Fort Irwin

Barstow
<http://www.irwin.army.mil/>
760-380-4111 (DSN: 470-4111)

Los Alamitos Army Airfield

Los Alamitos
<http://www.calguard.ca.gov/aasf1/index.htm>
562-795-2090 (DSN: 972-2090)

Camp Parks Training Site

Dublin
<http://www.usarc.army.mil/parksrfta/wcg/sites/local/default.asp>
925-875-4600

Presidio of Monterey

Monterey
<http://pom-www.army.mil/index.asp>
831-242-5000 (DSN: 768-5000)

Sierra Army Depot

Herlong
<http://www.sierra.army.mil/SIAD.htm>
530-827-2111 (DSN: 855-4910)

Colorado

Fort Carson

Colorado Springs
<http://www.carson.army.mil/>
719-526-5811 (DSN: 691-5811)

Pueblo Chemical Depot

Pueblo
<http://www.pmacwa.army.mil/co/>
719-549-4111 (DSN: 749-4101)

Rocky Mountain Arsenal

Commerce City
<http://www.pmrma.army.mil/>
303-289-0500 (DSN: 749-2500)

District of Columbia

Fort Lesley J. McNair (see Virginia—Fort Myer)
703-545-6700 (DSN: 227-0101)

Walter Reed Army Medical Center

<http://www.walterreed.army.mil/>
202-782-3501 (DSN: 662-3501)

Georgia

Fort Benning

Columbus
<http://www.benning.army.mil/infantry/>
706-545-2011 (DSN: 835-2011)

Fort Gillem

Forest Park
http://www.mcpherson.army.mil/Fort_Gillem.htm
404-469-5000 (DSN: 367-4663)

Fort Gordon

Augusta
<http://www.gordon.army.mil/>
706-791-0110 (DSN: 780-1110)

Fort McPherson

Atlanta
<http://www.mcpherson.army.mil/>
404-464-3113 (DSN: 367-3113)

Fort Stewart/Hunter Army Airfield

Hinesville/Savannah
<http://www.stewart.army.mil/>
912-767-1411 (DSN: 870-1411)

Hawaii

Fort Shafter

Honolulu
<http://www.usarpac.army.mil/>
808-449-7110 (DSN: 315-449-7110)

Schofield Barracks

Honolulu
<http://www.25idl.army.mil>
 808-449-7110 (DSN: 315-449-7110)

Tripler Medical Center

Honolulu
<http://www.tamc.amedd.army.mil/>
 808-433-6661 (DSN: 433-6661)

Illinois**Construction Engineering Research Laboratory**

Champaign
<http://www.cecer.army.mil/td/tips/index.cfm>
 217-352-6511 (DSN: 643-6511)

Rock Island Arsenal

Moline
<http://www.ria.army.mil/>
 309-782-6001 (DSN: 793-6001)

Indiana**Camp Atterbury**

Edinburgh
<http://www.campatterbury.org/>
 812-526-1499 (DSN: 569-2499)

Iowa**Camp Dodge**

Johnston
<http://www.iowanationalguard.com/pages/Amg/PAO/campdodge.html>
 515-252-4576 (DSN: 431-4576)

Kansas**Fort Leavenworth**

Leavenworth
<http://www.leavenworth.army.mil/>
 913-684-4021 (DSN: 552-4021)

Fort Riley

Junction City
<http://www.riley.army.mil/>
 785-239-3911 (DSN: 856-1110)

Kentucky**Blue Grass Army Depot**

Richmond
<http://www.pmacwa.army.mil/ky/>
 859-779-6380 (DSN: 745-6380)

Fort Campbell

Hopkinsville
<http://www.campbell.army.mil/>
 270-798-2151 (DSN: 635-1110)

Fort Knox

Louisville
<http://www.knox.army.mil/>
 502-624-1181 (DSN: 464-1000)

Louisiana**Camp Beauregard**

Pineville
<http://www.laocs.com/>
 318-640-2080 (DSN: 435-5600)

Fort Polk

Leesville
<http://www.jrtc-polk.army.mil/>
 337-531-2911 (DSN: 863-1110)

Maine**Camp Keyes**

Augusta
<http://www.me.ngb.army.mil/About%20Us/Camp%20Keyes/default.htm>
 207-626-4429 (DSN: 626-4429)

Maryland**Aberdeen Proving Ground**

Aberdeen
<http://www.apg.army.mil/apghome/sites/local/>
 410-278-5201 (DSN: 298-5201)

Fort Detrick

Frederick
<http://www.detrick.army.mil/>
 301-619-8000 (DSN: 343-1110)

Fort George G. Meade

Laurel

<http://www.ftmeade.army.mil/>

301-677-6261 (DSN: 622-6261)

Massachusetts

Devens Reserve Forces Training Area

Ayers

<http://www.devens.army.mil/>

[directions_to_devens.htm](#)

978-796-3911 (DSN: 256-3911)

Soldier Systems Center (Natick Labs)

Natick

<http://www.ssc.army.mil/>

508-233-4000 (DSN: 256-4000)

Michigan

Camp Grayling

Grayling

<http://www.michguard.com/grayling/default.asp>

989-344-6100 (DSN: 623-3100)

U.S. Army Garrison-Michigan

Warren

<http://www.selfridge.army.mil/>

586-574-5000 (DSN: 786-5000)

Minnesota

Camp Ripley

Little Falls

<http://www.dma.state.mn.us/cpriley/INDEX.HTM>

320-632-7000 (DSN: 871-7000)

Mississippi

Camp Shelby

Hattiesburg

<http://www.ngms.state.ms.us/campshelby/>

601-558-200 (DSN: 286-5000)

Camp McCain

Grenada

<http://www.ngms.state.ms.us/cmts/>

Waterways Experiment Station

Vicksburg

<http://www.wes.army.mil/>

601-636-3111 (DSN: 446-3111)

Missouri

Fort Leonard Wood

Waynesville

<http://www.wood.army.mil/>

573-596-0131 (DSN: 581-0131)

Nebraska

Camp Ashland

Ashland

<http://www.neguard.com/unit/rti/>

402-309-7600 (DSN: 279-7600)

New Hampshire

Cold Regions Research and Engineering Laboratory

Hanover

<http://www.crrel.usace.army.mil/>

603-646-4100 (DSN: 220-4100)

New Jersey

Fort Dix

Wrightstown

<http://www.dix.army.mil/>

609-562-1011 (DSN: 944-1011)

Fort Monmouth

Long Branch

<http://www.monmouth.army.mil/C4ISR/>

732-532-9000 (DSN: 992-9110)

Picatinny Arsenal

Picatinny

<http://www.pica.army.mil/PicatinnyPublic/index.asp>

973-724-4021 (DSN: 880-1110)

New Mexico

White Sands Missile Range

Las Cruces
<http://www.wsmr.army.mil/>
 505-678-2121 (DSN: 258-2121)

New York

Camp Smith

Cortlandt Manor
<http://www.dmna.state.ny.us/rental/cp-smith.html>
 914-788-7396 (DSN: 489-4500)

Fort Drum

Watertown
<http://www.drum.army.mil/sites/local/>
 315-772-6011 (DSN: 772-6011)

Fort Hamilton

Brooklyn
<http://www.hamilton.army.mil/>
 718-630-4101 (DSN: 232-4101)

U.S. Military Academy

West Point
<http://www.usma.edu/>
 845-938-4011 (DSN: 688-1110)

Watervliet Arsenal

Albany
<http://www.wva.army.mil/>
 518-266-5111 (DSN: 374-4050)

North Carolina

Fort Bragg

Fayetteville
<http://www.bragg.army.mil/>
 910-396-0011 (DSN: 236-0011)

North Dakota

Camp G. C. Grafton

Devils Lake
<http://www.guard.bismarck.nd.us/units/dlake.htm>
 701-662-0300

Ohio

Camp Perry

Port Clinton
<http://www.cpmr-oh.org/>
 419-635-4021 (DSN: 346-4021)

Oklahoma

Camp Gruber

Braggs
<http://www.ond.state.ok.us/CGTS/>
 918-549-6001 (DSN: 628-6001)

Fort Sill

Lawton
<http://sill-www.army.mil/>
 580-442-8111 (DSN: 639-7090)

McAlester Army Ammunition Plant

McAlester
<http://mcalestr-www.army.mil/>
 918-420-6591 (DSN: 956-6591)

Oregon

Umatilla Chemical Depot

Hermiston
<http://www.cma.army.mil/home.aspx>
 541-564-8632

Pennsylvania

Carlisle Barracks

Carlisle
<http://carlislebarracks.carlisle.army.mil/sites/local/>
 717-245-3131 (DSN: 242-3131)

Charles E. Kelley Support Center

Oakdale
<http://www.dix.army.mil/cekelly/homepage.htm>

Letterkenny Army Depot

Chambersburg
<http://www.letterkenny.army.mil/>
 717-267-8111 (DSN: 570-5110)

Tobyhanna Army Depot

Tobyhanna
<http://www.tobyhanna.army.mil/>
570-895-7000 (DSN: 795-7000)

Puerto Rico

Fort Buchanan

San Juan
<http://www.buchanan.army.mil/>
787-707-3402 (DSN: 740-3403)

Rhode Island

Camp Varnum

Narragansett
<http://www.riguard.com/HQARNG/243RTI/243RTI.html>
401-275-4700 (DSN: 247-4700)

South Carolina

Fort Jackson

Columbia
<http://www.jackson.army.mil/>
803-751-7511 (DSN: 734-7511)

Texas

Biggs Army Airfield

El Paso
<http://www.bliss.army.mil/Other%20Sites%20at%20Ft%20Bliss/airfield/>
915-568-2121 (DSN: 978-0831)

Camp Swift

Bastrop
<http://198.214.254.200/swift98/camp2.html>
512-321-2497

Corpus Christi Army Depot

Corpus Christi
<http://www.ccad.army.mil/>

Fort Bliss

El Paso
<http://www.bliss.army.mil/>
915-568-2121 (DSN: 978-0831)

Fort Hood

Killeen
<http://www.hood.army.mil/ft Hood/>
254-287-1110 (DSN: 737-1110)

Fort Sam Houston

San Antonio
<http://www.samhouston.army.mil/sites/local/>
210-221-1211 (DSN: 471-1211)

Red River Army Depot

Texarkana
<http://www.redriver.army.mil/>
903-334-2141 (DSN: 829-334-2141)

Utah

Deseret Chemical Depot

Tooele
<http://www.hazardouswaste.utah.gov/CDS/DCDHP1.HTM>
435-833-3211 (DSN: 790-3211)

Dugway Proving Ground

Dugway
<https://www.dugway.army.mil/sites/local/>
435-831-2151 (DSN: 789-831-2151)

Tooele Army Depot

Tooele
<http://www.tead.army.mil/>
435-833-3211 (DSN: 790-3211)

Vermont

Camp Ethan Allen

Jerico
<http://www.vtguard.com/MWS/>
802-899-7200 (DSN: 636-3000)

Virginia

Fort A.P. Hill

Bowling Green
<http://www.aphill.army.mil/>
804-633-8710 (DSN: 578-8710)

Fort Belvoir

Fairfax County

<http://www.belvoir.army.mil/>

703-545-6700 (DSN: 227-0101)

Fort Eustis

Newport News

<http://www.eustis.army.mil/>

757-878-5251 (DSN: 826-1212)

Fort Lee

Petersburg

<http://www.lee.army.mil/>

804-765-3000 (DSN: 539-3000)

Fort Monroe

Hampton

<http://147.248.251.93/monroe/sites/local/default.asp>

757-878-5251 (DSN: 680-5251)

Fort Myer

Arlington

<http://www.fmmc.army.mil/>

703-545-6700 (DSN: 227-0101)

Fort Story

Virginia Beach

http://www.eustis.army.mil/Fort_story/

757-422-7305 (DSN: 438-7305)

Pentagon

Arlington

<http://www.defenselink.mil/pubs/pentagon/>

703-545-6700 (DSN: 227-0101)

Topographic Engineering Center

Alexandria

<http://www.tec.army.mil/>

703-428-6655 (DSN: 328-6655)

Washington**Fort Lewis**

Tacoma

<http://www.lewis.army.mil/>

253-967-1110 (DSN: 357-1110)

Yakima Training Center

Yakima

<http://www.lewis.army.mil/yakima/>

509-577-3205 (DSN: 638-3205)

West Virginia**Camp Dawson**

Kingwood

www.wv.ngb.army.mil/dawson/

304-791-4387 (DSN: 623-4387)

Wisconsin**Fort McCoy**

Sparta

<http://www.mccoy.army.mil/>

608-388-2222 (DSN: 280-1110)

Wyoming**Camp Guernsey**

Guernsey

http://wyoguard.state.wy.us/Army/CampGuernsey/camp_Guernsey.htm

307-836-7786 (DSN: 344-7786)

Overseas**Belgium****Chievres Air Base**

Chievres

<http://www.80asg.army.mil/sites/local/>

011-49-6221-57113 (DSN: 314-371-110)

Supreme Headquarters Allied Powers Europe (SHAPE)

Mons

<http://www.usanato.army.mil/html/shape.html>

011-32-(0)65-447111 (DSN: 314-423-7111)

Germany**Ansbach**<http://www.ansbach.army.mil/sites/local/>

011-49-(0)981-183-1110 (DSN: 314-468-1110)

Dialing overseas involves the following:

- the international access code from the United States (011);
- the two-digit country code;
- the city code; and
- the phone number.



Babenhausen

<http://www.darmstadt.army.mil/sites/local/>
011-49-(0)6073-38-113 (DSN: 314-320-1110)

Bamberg

<http://www.bamberg.army.mil/sites/local/>
011-49-(0)951-300-113 (DSN: 314-469-113)

Baumholder

<http://www.baumholder.army.mil/sites/local/>
011-49-(0)6783-66110 (DSN: 314-485-1110)

Combat Maneuver Training Center

Hohenfels
<http://www.cmtc.7atc.army.mil/>
011-49-(0)9472-83-113 (DSN: 314-466-113)

Darmstadt

<http://www.darmstadt.army.mil/sites/local/>
011-49-(0)6151-69-1110 (DSN: 314-320-1110)

Freidburg

<http://www.giessen.army.mil/sites/local/>
011-49-(0)6031-810-113 (DSN: 314-320-1110)

Germersheim

<http://www.heidelberg.army.mil/sites/local/>
011-49-(0)7274-58-113 (DSN: 314-320-1110)

Giebelstadt

<http://www.98asg.wuerzburg.army.mil/sites/local/>
011-49-(0)9334-87-113 (DSN: 314-352-1110)

Giessen Depot

<http://www.giessen.army.mil/sites/local/>
011-49-(0)641-402-1110 (DSN: 314-320-1110)

Grafenwoehr

<http://www.100asg.army.mil/>
011-49-(0) 9641-83-1110 (DSN: 314-475-1110)

Hanau

http://www.hanau.army.mil/HanauWeb/01_index/index.asp
011-49-(0)6183-51-113 (DSN: 314-322-1110)

Heidelberg

<http://www.heidelberg.army.mil/sites/local/>
011-49-(0)6221-57-1110 (DSN: 314-370-1110)

Illesheim

<http://www.ansbach.army.mil/sites/local/>
011-49-(0)9802-83-1110 (DSN: 314-467-4111)

Kaiserslautern

<http://www.kaiserslautern.army.mil/sites/local/>
011-49-(0)631-411-1110 (DSN: 314-483-1110)

Kitzingen

<http://www.98asg.wuerzburg.army.mil/sites/local/>
011-49-(0) 9321-702-113 (DSN: 314-355-1110)

Landstuhl Regional Medical Center

Landstuhl
<http://www.landstuhl.healthcare.hqusareur.army.mil/>
011-49-(0)6371-86-1110 (DSN: 314-483-1110)

Mannheim

<http://home.mannheim.army.mil/sites/local/>
011-49-(0)621-730-1110 (DSN: 370-1110)

Muenster

<http://www.usanato.army.mil/html/muenster.html>
011-49-(0)6073-38-113 (DSN: 314-320-1110)

Schweinfurt

<http://www.schweinfurt.army.mil/sites/local/>
011-49-(0)9721-96-1110 (DSN: 314-354-1110)

Schwetzingen

<http://www.heidelberg.army.mil/sites/local/>
011-49-(0)6202-80-1110 (DSN: 314-370-1110)

Stuttgart

<http://www.stuttgart.army.mil/sites/local/>
011-49-(0)711-680113 (DSN: 430-1110)

Wiesbaden

<http://www.wiesbaden.army.mil/sites/local/>
011-49-(0)611705-1110 (DSN: 314-370-1110)

Wuerzburg

<http://www.98asg.wuerzburg.army.mil/sites/local/>
011-49-(0)931-889-1110 (DSN: 314-350-1110)

Greece**Larissa**

<http://www.usanato.army.mil/html/larissa.html>

Italy**AFSOUTH Battalion**

Verona
<http://www.usanato.army.mil/html/verona.html>

Livorno

011-39-050-547-1110 (DSN: 314-633-1110)

Milan

<http://www.usanato.army.mil/html/milan.html>

Naples

<http://www.usanato.army.mil/html/naples.html>

Vicenza

<http://www.22asg.vicenza.army.mil/sites/local/>
011-39-0444-71-1110 (DSN: 314-634-1110)

Japan**Camp Zama**

Tokyo
<http://www.usarj.army.mil/>
011-81-3117-63-1520 (DSN: 315-263-1110)

Torii Station

Okinawa
<http://www.torii.army.mil/>
011-81-611744-5414 (DSN: 315-644-4678)

U.S. Army Medical Department Activity

<http://www.usarj.army.mil/organization/MEDDAC/index.htm>
011-81-3117-634127 (DSN: 263-4127)

Korea

Military operator for Korea:
011-82-2-7913-1110 (DSN: 723-1110)

Camp Bonifas

Pan Mun Jom
<http://ima.korea.army.mil/UsasaAreal/Camp%20Bonifas/Default.htm>

Camp Carroll

Waegwan
<http://ima.korea.army.mil/UsasaAreaIV/Camp%20Carroll/Default.htm>

Camp Casey

Tongducheon
<http://ima.korea.army.mil/UsasaAreal/Camp%20Casey/Default.htm>

Camp Castle

Dongducheon
<http://ima.korea.army.mil/UsasaAreal/Camp%20Castle/Default.htm>

Camp Eagle

Wonju
<http://ima.korea.army.mil/UsasaAreaIII/Camp%20Eagle/Default.htm>

Camp Edwards

Kumchon
<http://ima.korea.army.mil/UsasaAreal/Camp%20Edwards/Default.htm>

Camp Essayons

Uijongbu
<http://ima.korea.army.mil/UsasaAreal/Camp%20Essayons/Default.htm>

Camp Garry Owen

Yongji-Ri
<http://ima.korea.army.mil/UsasaAreal/Camp%20Gary%20Owen/Default.htm>

Camp George

Daegu

[http://ima.korea.army.mil/UsasaAreaIV/
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Camp Giant

Munsan

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Camp Greaves

Munsan

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Camp Henry

Daegu

[http://ima.korea.army.mil/UsasaAreaIV/
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Camp Hialeah

Busan

[http://ima.korea.army.mil/UsasaAreaIV/
Camp%20Hialeah/default.htm](http://ima.korea.army.mil/UsasaAreaIV/Camp%20Hialeah/default.htm)

Camp Hovey

Toko-Ri

[http://ima.korea.army.mil/UsasaAreaI/
Camp%20Hovey/Default.htm](http://ima.korea.army.mil/UsasaAreaI/Camp%20Hovey/Default.htm)

Camp Howze

Kumchon

[http://ima.korea.army.mil/UsasaAreaI/
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Camp Humphreys

Pyongtaek

[http://ima.korea.army.mil/UsasaAreaIII/
Camp%20Humphreys/Default.htm](http://ima.korea.army.mil/UsasaAreaIII/Camp%20Humphreys/Default.htm)

Camp Kyle

Seoul

[http://ima.korea.army.mil/UsasaAreaI/
Camp%20Kyle/Default.htm](http://ima.korea.army.mil/UsasaAreaI/Camp%20Kyle/Default.htm)

Camp LaGuardia

Uijongbu

[http://ima.korea.army.mil/UsasaAreaI/
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Camp Long

Wonju

[http://ima.korea.army.mil/UsasaAreaIII/
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Camp Mobile

Dongducheon

[http://ima.korea.army.mil/UsasaAreaI/
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Camp Nimble

Dongducheon

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Camp Page

Chunchon

[http://ima.korea.army.mil/UsasaAreaI/
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Camp Sears

Uijongbu

[http://ima.korea.army.mil/UsasaAreaI/
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Camp Stanley

Uijongbu

[http://ima.korea.army.mil/UsasaAreaI/
Camp%20Stanley/Default.htm](http://ima.korea.army.mil/UsasaAreaI/Camp%20Stanley/Default.htm)

Camp Walker

Daegu

[http://ima.korea.army.mil/UsasaAreaIV/
Camp%20Walker/Default.htm](http://ima.korea.army.mil/UsasaAreaIV/Camp%20Walker/Default.htm)

The Netherlands

Brunssum

<http://www.usanato.army.mil/html/brunssum.html>
011-31-455-26-2222 (DSN: 364-2222)

Schinnen

011-31-46-443-7199 (DSN: 360-1110)

Qatar

Camp As-Sayliyah

<http://www-qa.arcent.army.mil>
011-0974-460-9869 (DSN: 318-432-1110)

Spain

Madrid

<http://www.usanato.army.mil/html/madrid.html>

Valencia

<http://www.usanato.army.mil/html/valencia.html>

Turkey

Istanbul

<http://www.usanato.army.mil/html/istanbul.html>

Izmir

<http://www.usanato.army.mil/html/izmir.html>

Appendix C

Glossary of Acronyms and Abbreviations

1LT	First lieutenant	ADL	Advanced Distributive Learning
1SG	First sergeant	AFAP	Army Family Action Plan; Army Family Advocacy Program
2LT	Second lieutenant	AFATDS	Advanced Field Artillery Tactical Data System
AA	Administrative assistant	AFTB	Army Family Team Building
AAFES	Army and Air Force Exchange Service	AIT	Advanced Individual Training
AAG	Army Auditor General	AMC	U.S. Army Materiel Command
AAR	After-action review	AMD	Air and missile defense
ABCS	Army Battle Command System	AOR	Area of operational requirements; area of responsibility
ABN	Airborne	AOT	Assignment-oriented training
AC	Active component	APS	Army prepositioned stocks; afloat prepositioning ships
ACS	Army Community Service	AR	Army Regulation
ACOA	Army's common operating environment	ARCENT	U.S. Army Central Command
ACR	Armored cavalry regiment	ARFOR	Army forces
AC/RC	Active component/reserve component	ARH	Armed reconnaissance helicopter
ACSIM	Assistant Chief of Staff, Installation Management	ARNG	Army National Guard
AD	Armored division; active duty; advanced deployability; air defense	ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ADA	Air defense artillery	ASA(CW)	Assistant Secretary of the Army for Civil Works
ADDS	Army data distribution system		

ASA(FM&C)	Assistant Secretary of the Army for Financial Management and Comptroller	CALL	Center for Army Lessons Learned
ASA(I&E)	Assistant Secretary of the Army for Installations and Environment	CAOC	Combined air operations center
ASA(M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs	CAR	Chief, Army Reserve
ASCC	Army service component commands	CAS	Close air support
ATGM	Antitank guided missile vehicle	CAS3	Combined Arms and Services Staff School
ATRRS	Army training requirements and resource system	CBM	Confidence-building measure
AWACS	Airborne Warning and Control System	CCC	Captains' career course
BA	Budget activity	CCH	Chief of Chaplains
BAH	Basic Allowance for Housing	CCTT	Close combat tactical trainer
BAS	Basic Allowance for Subsistence	CDC	Child development center
BCT	Brigade combat team	CENTCOM	U.S. Central Command
BDA	Battle damage assessment	CFLCC	Coalition forces land component command
BDE	Brigade	CGSC	Command and General Staff College
BG	Brigadier general	CGSOC	Command and General Staff Officers Course
BLIN	Budget line item number	CID	U.S. Army Criminal Investigation Command
BLOS	Beyond-line-of-sight	CIO/G-6	Chief Information Officer
BMD	Ballistic missile defense	CJCS	Chairman, Joint Chiefs of Staff
BNCOC	Basic NCO course	CJFLCC	Combined joint force land component command
BOS	Battlefield operating systems	CJTF	Combined joint task force
BRAC	Base realignment and closure	CLL	Chief, Legislative Liaison
C2	Command and control	CLU	Command launch unit
C2I	Command, control and intelligence	CMO	Civil-military operations
C3	Command, control and communications	CMTC	Combat Maneuver Training Center
C3D2	Camouflage, cover, concealment, deception and denial	CNGB	Chief, National Guard Bureau
C4ISR	Command, control, communications, computers, intelligence, surveillance and reconnaissance	COE	Corps of Engineers
CA	Civil affairs	COIN	Counterinsurgency
		COL	Colonel
		COMCAM	Combat camera
		CONOPS	Concept of operations

CONUS	Continental United States	DSCS	Defense Satellite Communication System
COSIS	Care of supplies in storage	DSN	Defense Switched Network
COTS	Commercial off-the-shelf	DSS/OPM	Defense Security Service/Office of Personnel Management
CPA	Chief, Public Affairs	DUSA	Deputy Under Secretary of the Army
CPL	Corporal	DUSA (OR)	Deputy Under Secretary of the Army for Operations Research
CPT	Captain	ECM	Electronic countermeasures
CSA	Chief of Staff, Army	EFMP	Exceptional Family Member Program
CSM	Command sergeant major	EOD	Explosive ordnance disposal
CSO	Center for Special Operations	ER/MP	Extended range/multipurpose
CT	Counterterrorism	ES2	Every Soldier is a Sensor
CTC	Combat training center	ESB	Enhanced separate brigade
CTG	Command training guidance	ESV	Engineer squad vehicle
CTT	Common task testing	ETAC	Enlisted tactical air control
CV	Commander's vehicle	EUCOM	U.S. European Command
DA	Department of the Army	FA	Field artillery
DARPA	Defense Advanced Research Projects Agency	FAC	Forward air controller
DAS	Director, Army Staff	FCR	Fire control radar
DCS	Deputy Chief of Staff	FCS	Future Combat Systems
DeCA	Defense Commissary Agency	FDC	Fire direction center
DEP	Delayed entry program	FFE	Field force engineering
DHS	Department of Homeland Security	FHIF	Family Housing Improvement Fund
DIA	Defense Intelligence Agency	FHP	Flying hour program
DISCOM	Division support command	FHTV	Family of heavy tactical vehicles
DEERS	Defense Enrollment Eligibility Reporting System	FLO	Army Family Liaison Office
DFAS	Defense Finance and Accounting Service	FM	Field Manual
DIVARTY	Division artillery	FMEAP	Family Member Employment Assistance Program
DMZ	Demilitarized zone	FMTV	Family of medium tactical vehicles
DoD	Department of Defense	FO	Forward observer
DOTLMS	Doctrine, Organization, Training, Leader Development, Materiel, Soldier		

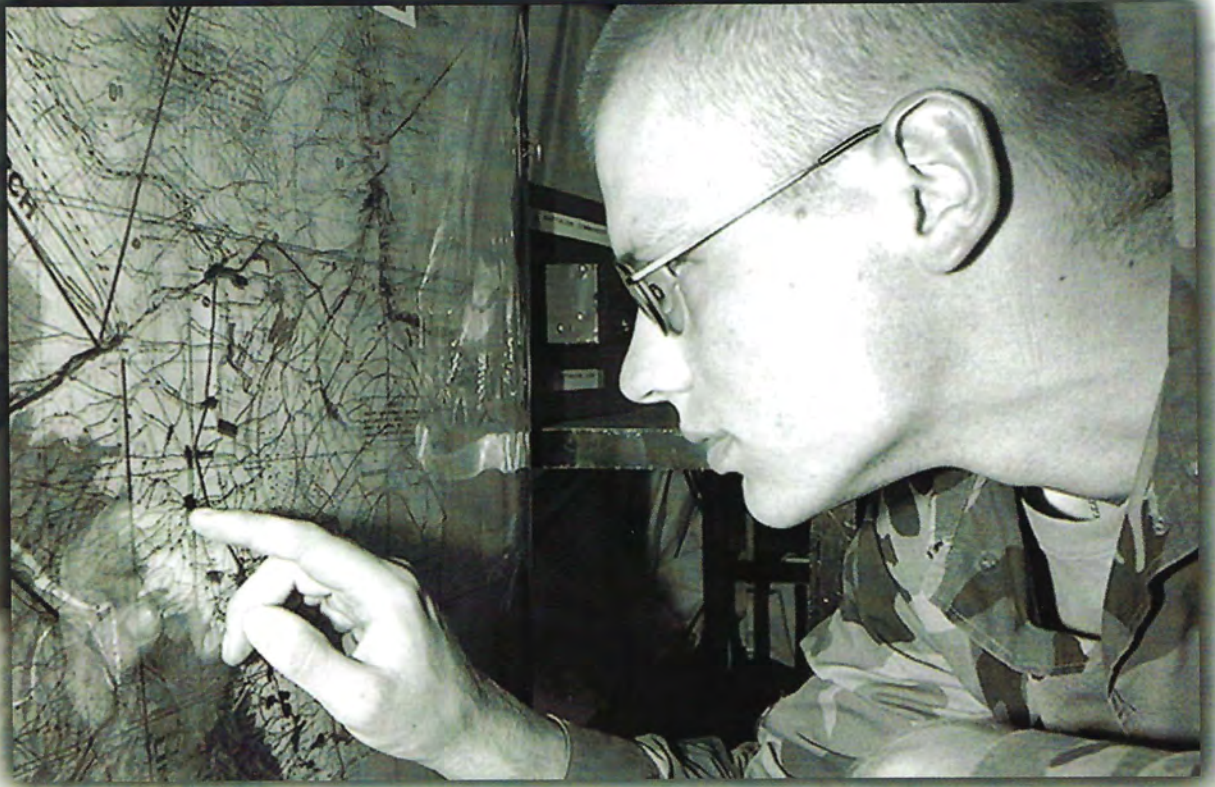
FORSCOM	U.S. Army Forces Command	HEMTT	Heavy expanded mobility tactical truck
FoS	Family of systems	HEPD	High-explosive point-detonating
FRS	Forward repair system	HETS	Heavy equipment transport system
FSA	Force structure allowance	HHC	Headquarters, Headquarters Company
FSC	First sergeants course	HLS	Homeland security
FSV	Fire support vehicle	HMMWV	High-mobility multipurpose wheeled vehicle (Humvee)
FUDS	Formerly used defense sites	HQDA	Headquarters, Department of the Army
FY	Fiscal year	HRAP	Hometown Recruiter Assistance Program
G-1	Personnel	HRC	Human Resources Command
G-2	Intelligence	HST	Home-station training
G-3	Operations and Plans	HUMINT	Human intelligence
G-4	Logistics	IAV	Interim armored vehicle
G-6	Information	IBCT	Interim brigade combat team
G-8	Programs	ICV	Infantry carrier vehicle
GBI	Ground-based interceptor	ID	Infantry division; identification
GC	General Counsel	IED	Improvised explosive device
GCCS-A	Global Command and Control System-Army	IET	Initial entry training
GEN	General	IF	Indirect fires
GFAC	Ground forward air controller	IFOR	Implementation Force
GFAP	General Framework Agreement for Peace (Dayton Accord)	IG	Inspector General
GFE	Government-furnished equipment	ILE	Intermediate-level education
GIG	Global information grid	IMA	Individual mobilization augmentee
GMD	Ground-based midcourse defense	ING	Inactive National Guard
GMLRS	Guided multiple launch rocket system	INSCOM	U.S. Army Intelligence and Security Command
GMV	Ground mobility vehicle	IO	Information officer; information operations
GOTS	Government off-the-shelf	IOC	Initial operational capability
GTMO	Joint Task Force Guantanamo	IR	Infrared
GWOT	Global War on Terrorism	IRR	Individual Ready Reserve
HA	Humanitarian assistance		
HE	High explosive		
HEDP	High-explosive dual-purpose		

ISR	Intelligence, surveillance and reconnaissance	JWO	Joint warfare officer
IT	Information technology	KIA	Killed in action
J-1	Manpower and personnel (Joint Staff)	KFOR	Kosovo Force
J-2	Intelligence (Joint Staff)	LAW	Light antitank weapon
J-3	Operations (Joint Staff)	LCC	Land component commander
J-4	Logistics (Joint Staff)	LHS	Load-handling system
J-5	Strategic Plans and Policy (Joint Staff)	LIC	Low-intensity conflict
J-6	Command, Control, Communications and Computer Systems (Joint Staff)	LMTV	Light medium tactical vehicle
J-7	Operational Plans and Interoperability (Joint Staff)	LOC	Lines of communication
J-8	Force Structure, Resources and Assessment (Joint Staff)	LT	Lieutenant
JAG	Judge Advocate General	LTC	Lieutenant colonel
JAGC	Joint air ground center	LTG	Lieutenant general
JCIDS	Joint capabilities integration development system	LUH	Light utility helicopter
JCS	Joint Chiefs of Staff	MACOM	Major command
JFCOM	U.S. Joint Forces Command	MAJ	Major
JFLCC	Joint force land component command	MAV	Micro-air vehicle
JMD	Joint manning document	MC	Mortar carrier
JNTC	Joint national training capability	MCO	Major combat operation
JPO	Joint program office	MCS	Maneuver control system
JOC	Joint observer controller	MDMP	Military decisionmaking process
JROC	Joint Requirements Oversight Council	MDW	Military District of Washington
JRTC	Joint Readiness Training Center	MEADS	Medium extended air defense system
JSOTF	Joint special operations task force	MEDCOM	U.S. Army Medical Command
JSTARS	Joint Surveillance Target Attack Radar System	METL	Mission-essential task list
JTF	Joint task force	METT-TC	Mission, enemy, terrain and weather, time, troops available and civilian
		MEV	Medical evacuation vehicle
		MFO	Multinational force and observers
		MFOM	MLRS family of munitions
		MG	Major general
		MGS	Mobile gun system
		MIA	Missing in action

MILCON	Military construction	NSA	National Security Agency
MILPER	Military personnel	NSPS	National Security Personnel System
MILSTAR	Military strategic/Tactical relay	NTC	National Training Center
MLRS	Multiple launch rocket system	NVG	Night-vision goggle
MOOTW	Military operations other than war	O&M	Operation and maintenance
MOS	Military occupational specialty	OAC	Officer advanced course
MOT&E	Multiservice operational test and evaluation	OAS	Organization of American States; officer accession students
MOUT	Military operations in urban terrain	OCAR	Office of the Chief, Army Reserve
MQS	Military Qualification Standards	OCONUS	Outside the continental United States
MRE	Meal ready to eat; mission rehearsal exercise	OCS	Officer Candidate School
MSG	Master sergeant	OEF	Operation Enduring Freedom
MTOE	Modified Table of Organization and Equipment	OES	Officer Education System
MTP	Mission training plan	OIF	Operation Iraqi Freedom
MTS	Movement tracking system	OJE	Operation Joint Endeavor
MTV	Medium tactical vehicle	OJT	On-the-job training
MTW	Major theater of war	OP	Observation post
MWR	Morale, Welfare and Recreation	OPFOR	Opposing force
MY	Man year	OPMS	Officer Personnel Management System
NATO	North Atlantic Treaty Organization	OPTEMPO	Operating tempo
NBC	Nuclear, biological and chemical	OR	Operational readiness
NBCRV	NBC reconnaissance vehicle	OSD	Office of the Secretary of Defense
NCO	Noncommissioned officer	OSINT	Open source intelligence
NCOES	Noncommissioned Officer Education System	OTRA	Other than Regular Army
NEO	Noncombatant evacuation operation	PACOM	U.S. Pacific Command
NGO	Nongovernmental organization	PAO	Public affairs officer
NLOS	Non-line-of-sight	PCS	Permanent change of station
NMD	National missile defense	PDOS	Professional Development of Officers Study
NMS	National Military Strategy	PDW	Personal defense weapon
NRO	National Reconnaissance Office	PEO	Program Executive Office; peace enforcement operations

PFC	Private first class	RV	Reconnaissance vehicle
PGM	Precision-guided munitions	S&T	Science and technology
PGMM	Precision-guided mortar munitions	SA	Secretary of the Army; situational awareness
PKO	Peacekeeping operations	SADBU	Small and Disadvantaged Business Utilization Office
PKSOI	U.S. Army Peacekeeping and Stability Operations Institute	SAMS	School for Advanced Military Studies
PLDC	Primary leadership development course	SAR	Search and rescue
PME	Professional military education	SASO	Stability and support operation (see SOSO)
POI	Program of instruction	SAW	Squad automatic weapon; Senior Army workforce
POW	Prisoner of war	SBCT	Stryker brigade combat team
PPB	Planning, programming and budgeting	SEP	Safety enhancement program
PSO	Peace support operations	SF	Special forces
PSYOP	Psychological operations	SFC	Sergeant first class
PV2	Private (E-2)	SFOR	Stabilization Force
PVT	Private (E-1)	SGM	Sergeant major
QDR	Quadrennial Defense Review	SGT	Sergeant
R2	Refuel and rearm	SIMEX	Simulation exercise
R&D	Research and development	SMA	Sergeant Major of the Army
R&R	Rest and recuperation; resource and referral	SMDC	U.S. Army Space and Missile Defense Command
RC	Reserve component	SMI	Soldier-machine interface
RDA	Research, development and acquisition	SNS	Sniper night sight
RDT&E	Research, development, test and evaluation	SOA	Special operations aviation
RFF	Request for forces	SOAR	Special operations aviation regiment
RFI	Rapid Fielding Initiative	SOF	Special operations forces
ROE	Rules of engagement	SOP	Standard operating procedures
ROTC	Reserve Officer Training Corps	SOSO	Stability operation and support operation (see SASO)
RPG	Rocket-propelled grenade	SRM	Sustainment, restoration and modernization
RSOI	Reception, staging, onward movement and integration	SRP	Soldier readiness processing
RSTA	Reconnaissance, surveillance and target acquisition		

SSC	Small-scale contingency	UAV	Unmanned aerial vehicle
SSD	System development and demonstration	UCAR	Unmanned combat armed rotorcraft
SSG	Staff sergeant	UE	Unit of employment
STX	Situational training exercises	UGV	Unmanned ground vehicle
TACMS	Tactical missile system	UIC	Unit identification code
TADS	Tactical air defense system; target acquisition designation sight	UID	Joint unique identification
TAPS	Tragedy Assistance Program for Survivors	UN	United Nations
TASS	Total Army School System	USA	U.S. Army
TDA	Table of Distribution and Allowances	USAAC	U.S. Army Accessions Command
TDY	Temporary duty	USACAPOC	U.S. Army Civil Affairs and Psychological Operations Command
TF	Task force	USACE	U.S. Army Corps of Engineers
TFE	Task Force Eagle	USARC	U.S. Army Reserve Command
TIG	The Inspector General	USAREUR	U.S. Army Europe
TJAG	The Judge Advocate General	USARPAC	U.S. Army Pacific
TMD	Theater missile defense	USARSO	U.S. Army South
TOA	Transfer of authority; Total Obligational Authority	USASMA	U.S. Army Sergeants Major Academy
TOC	Tactical operations center	USASOC	U.S. Army Special Operations Command
TOE	Table of Organization and Equipment	USC	U.S. Code
TOT	Time on target	USEUCOM	U.S. European Command
TP	Target practice	USMA	U.S. Military Academy
TRC	Training readiness code	USSOCOM	U.S. Special Operations Command
TPU	Troop program unit	USSOUTHCOM	U.S. Southern Command
TRICARE	Department of Defense triple-option health care program	UW	Unconventional warfare
TTHS	Trainees, transients, holdees and students	VCSA	Vice Chief of Staff, Army
TTP	Tactics, techniques and procedures	WMD	Weapons of mass destruction
TSG	The Surgeon General	WO	Warrant officer
TUAV	Tactical unmanned aerial vehicle	WTCV	Weapons and tracked combat vehicles
UA	Unit of action	YTG	Yearly training guidance



Maps



Army Combat Corps and Divisions

As of May 2005





Future Active Component Division and Brigade Combat Team Stationing and Flag Designations

As announced 27 July 2005



Note: Larger patches signify division headquarters. Smaller patches signify brigades.



I am an American Soldier. I am a Warrior and a member of the team.

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